

Department of Defense

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**OFFICE OF THE
SECRETARY OF DEFENSE**

DEFENSE AGENCIES

DOD FIELD ACTIVITIES

**ORGANIZATION AND
FUNCTIONS
GUIDEBOOK**

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JULY 1992

PREPARED BY:

DIRECTORATE FOR ORGANIZATIONAL
AND MANAGEMENT PLANNING
OFFICE OF THE SECRETARY OF DEFENSE

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PREFACE

This *Guidebook* outlines the functions of the Office of the Secretary of Defense (OSD), Defense Agencies, and DoD Field Activities. Where appropriate, the functional statement cites the pertinent Department of Defense (DoD) Directive which charters the organization and provides more detailed information on the authorities, responsibilities, and functions of the organization. (Note: Some agency charters are in the process of being revised to reflect recently directed changes. In some cases, these changes have been included in this *Guidebook*.)

General information on the Military Departments, Chairman of the Joint Chiefs of Staff and Joint Staff, Armed Forces Policy Council, Unified and Specified Combatant Commands, and the Inspector General of the DoD is also provided. More detailed information may be found in DoD Directives, the United States Government Manual or by direct contact with those organizations.

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INTRODUCTION

THE DEPARTMENT OF DEFENSE ORGANIZATIONAL STRUCTURE

The Department of Defense (DoD) (DoD Directive 5100.1) is responsible for providing the military forces needed to deter war and protect the security of the United States. The major elements of these forces are the Army, Navy, Air Force, and Marine Corps. Under the President, who is also Commander-in-Chief, the Secretary of Defense exercises authority, direction, and control over the Department which includes the Office of the Secretary of Defense, the Chairman of the Joint Chiefs of Staff and the Joint Staff, three Military Departments, ten Unified and Specified Combatant Commands, the DoD Inspector General, sixteen Defense Agencies, and seven DoD Field Activities. (See Chart on page 4.)

The Office of the Secretary of Defense (OSD) is the principal staff element of the Secretary in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities. OSD includes the immediate offices of the Secretary and Deputy Secretary of Defense, Under Secretary of Defense for Acquisition, Under Secretary of Defense for Policy, Director of Defense Research and Engineering, Assistant Secretaries of Defense, Comptroller of the Department of Defense, General Counsel, Director of Operational Test and Evaluation, Assistants to the Secretary of Defense, Director of Administration and Management, and such other staff offices as the Secretary establishes to assist in carrying out assigned responsibilities (see page 8 of this Guidebook for further information).

The Military Departments (DoD Directive 5100.1) are the Departments of the Army, Navy, and Air Force (the Marine Corps is a part of the Department of the Navy). Each Military Department is separately organized under its own Secretary and functions under the authority, direction, and control of the Secretary of Defense. The Military Departments are responsible for organizing, training, supplying, and equipping forces for assignment to Unified and Specified Combatant Commands. (See Chart on page 5.)

The Joint Chiefs of Staff (JCS) and Joint Staff (DoD Directive 5100.1). The Joint Chiefs of Staff, headed by the Chairman of the Joint Chiefs of Staff, consists of the Chairman; the Vice Chairman, JCS; the Chief of Staff, U.S. Army; the Chief of Naval Operations; the Chief of Staff, U.S. Air Force; and the Commandant of the Marine Corps, and supported, subject to the authority, direction, and control of the Chairman, by the Joint Staff, constitute the immediate military staff of the Secretary of Defense. The Chairman of the JCS is the principal military advisor to the President, the National Security Council, and the Secretary of Defense. The Chiefs of Service are the senior military officers of their respective Services and are responsible for keeping the Secretaries of the Military Departments fully informed on matters considered or acted upon by the JCS, and are military advisers to the President, the National Security Council, and the Secretary of Defense. The Vice Chairman of the JCS performs such duties as may be prescribed by the Chairman with the approval of the Secretary of Defense. When there is a vacancy in the Office of the Chairman or in the absence or disability of the

Chairman, the Vice Chairman acts as Chairman and performs the duties of the Chairman until a successor is appointed or the absence or disability ceases. (See Chart on page 6.)

The Armed Forces Policy Council (AFPC) (DoD Directive 5105.3) advises the Secretary of Defense on matters of broad policy relating to the Armed Forces and such other matters as the Secretary may direct. Its members report regularly on important matters under their cognizance which are of interest to the Department of Defense. In addition to members identified below, such other officials of the Department of Defense, and other departments and agencies in the Executive Branch as may be designated by the Secretary of Defense, are invited to attend appropriate meetings of the AFPC. Council membership is as indicated below:

- Secretary of Defense, Chairman
- Deputy Secretary of Defense
- Secretaries of the Military Departments
- Chairman of the Joint Chiefs of Staff
- Under Secretaries of Defense
- Deputy Under Secretary of Defense for Acquisition
- Chief of Staff, Army
- Chief of Naval Operations
- Chief of Staff, Air Force
- Commandant, Marine Corps

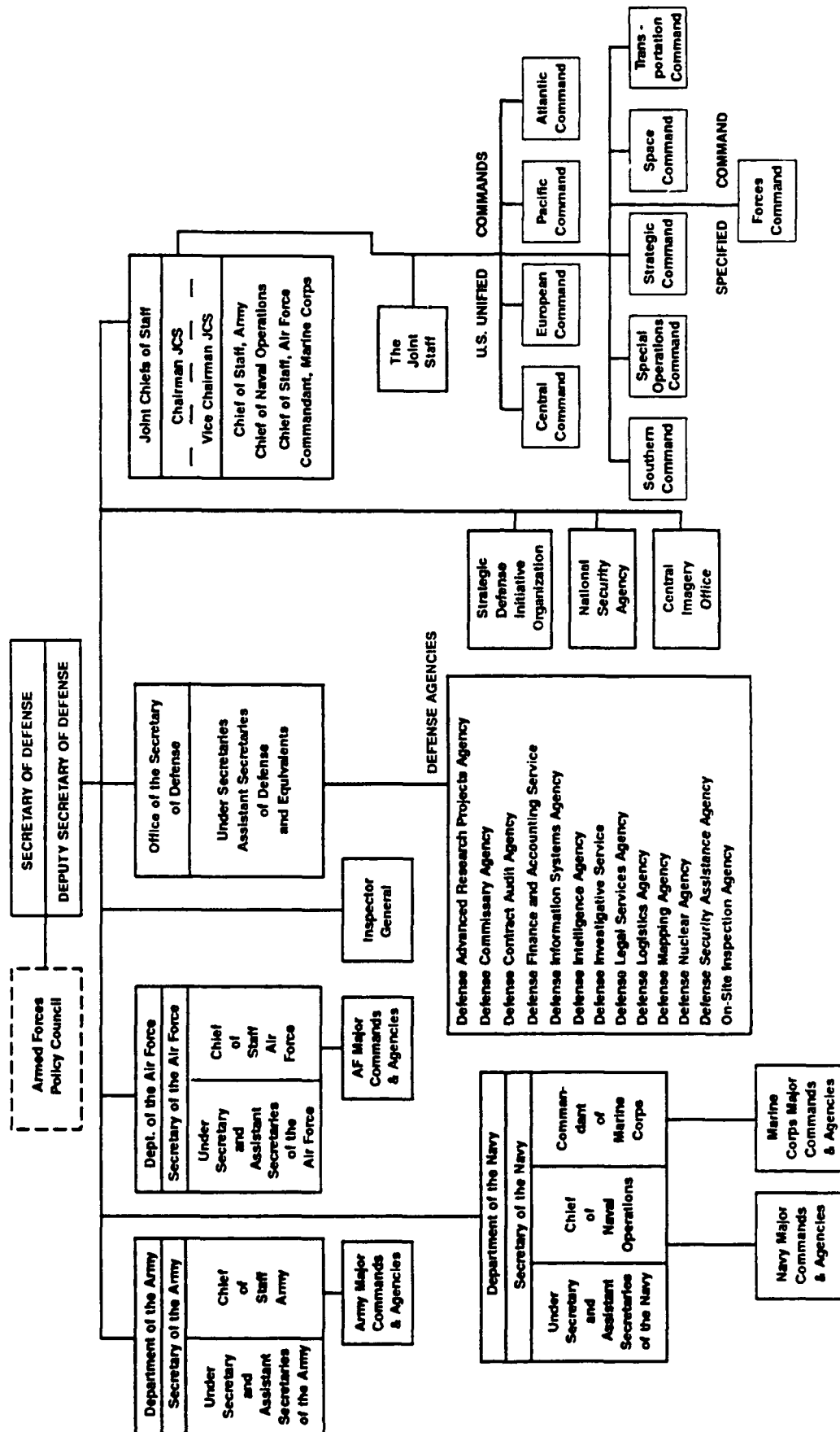
The Unified and Specified Combatant Commands (U/S Combatant Commands) (DoD Directive 5100.1) are responsible to the President and the Secretary of Defense for accomplishing the military missions assigned to them. Commanders of the U/S Combatant Commands exercise command authority over forces assigned to them as directed by the Secretary of Defense. The operational chain of command runs from the President to the Secretary of Defense to the Commanders of the U/S Combatant Commands. The Chairman of the Joint Chiefs of Staff functions within the chain of command by transmitting to the Commanders of the U/S Combatant Commands the orders of the President or the Secretary of Defense. Unified Combatant Commands, composed of assigned components of two or more Services, include the European Command, Pacific Command, Atlantic Command, Southern Command, Special Operations Command, Strategic Command, Central Command, Transportation Command, and Space Command. Specified Combatant Commands are usually composed of forces from one Service, but may include units and have representation from other Services. The Forces Command is the only Specified Combatant Command. (See Chart on page 7.)

The Inspector General of the Department of Defense (DoD Directive 106.1), under the provisions set forth by Public Law 95-452, serves as an independent and objective official in the Department of Defense who is responsible for conducting, supervising, monitoring, and initiating audits, investigations, and inspections relating to programs and operations of the Department of Defense. The Inspector General provides leadership and coordination and recommends policies for activities designed to promote economy, efficiency, and effectiveness in the administration of, and to prevent and detect fraud and abuse in, such programs and operations. The Inspector General is also responsible for keeping the Secretary of Defense and the Congress fully and currently informed about problems and deficiencies relating to the administration of such programs and operations and the necessity for, and progress of, corrective action.

The Defense Agencies, authorized by the Secretary of Defense pursuant to the provisions of Title 10, United States Code, perform selected support and service functions on a Department-wide basis; Defense Agencies that are assigned wartime support missions are designated as *Combat Support Agencies* (see page 37 of this Guidebook for further information).

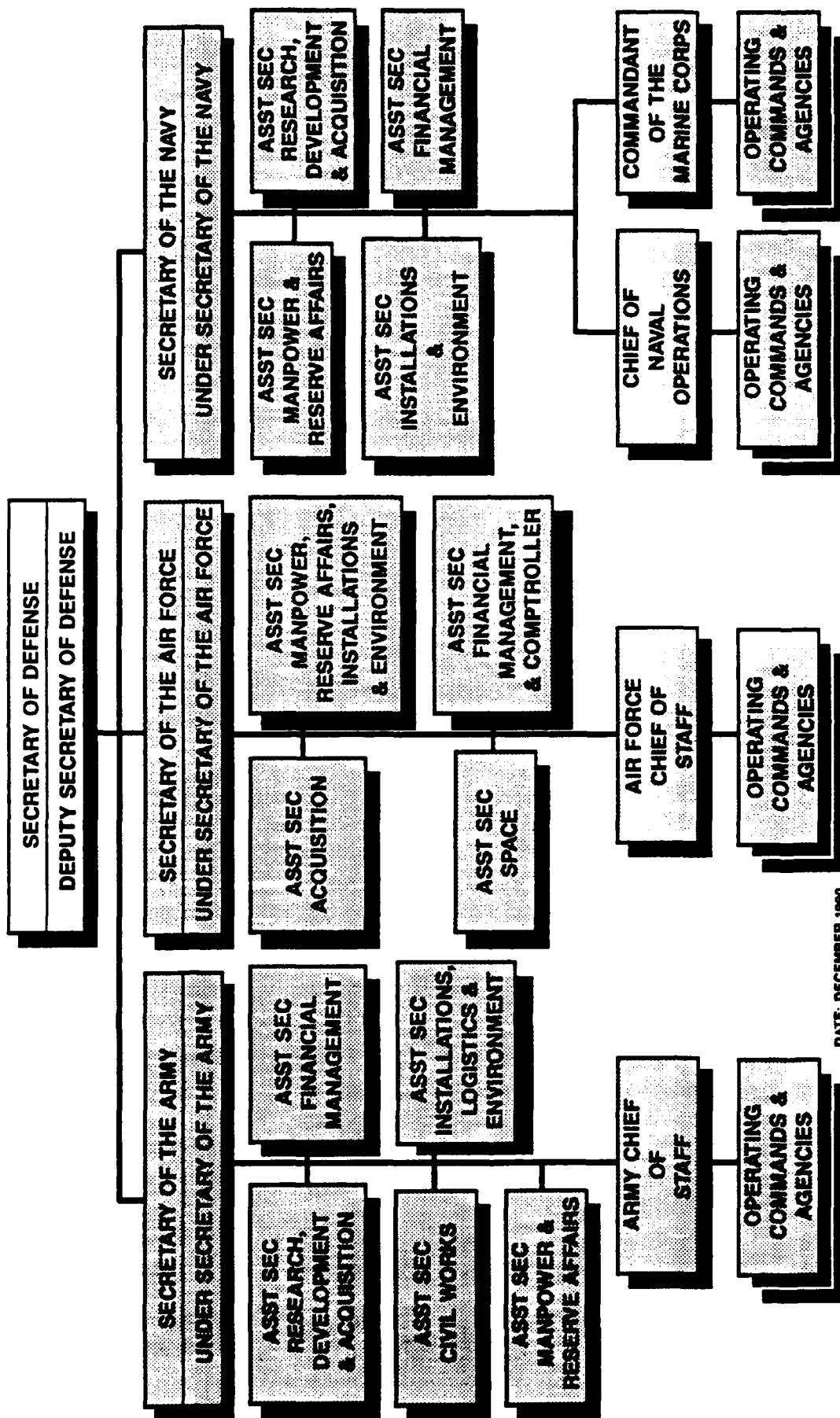
The DoD Field Activities are established by the Secretary of Defense, under the provisions of Title 10, United States Code, to perform selected support and service functions of a more limited scope than *Defense Agencies* (see page 45 of this Guidebook for further information).

DEPARTMENT OF DEFENSE



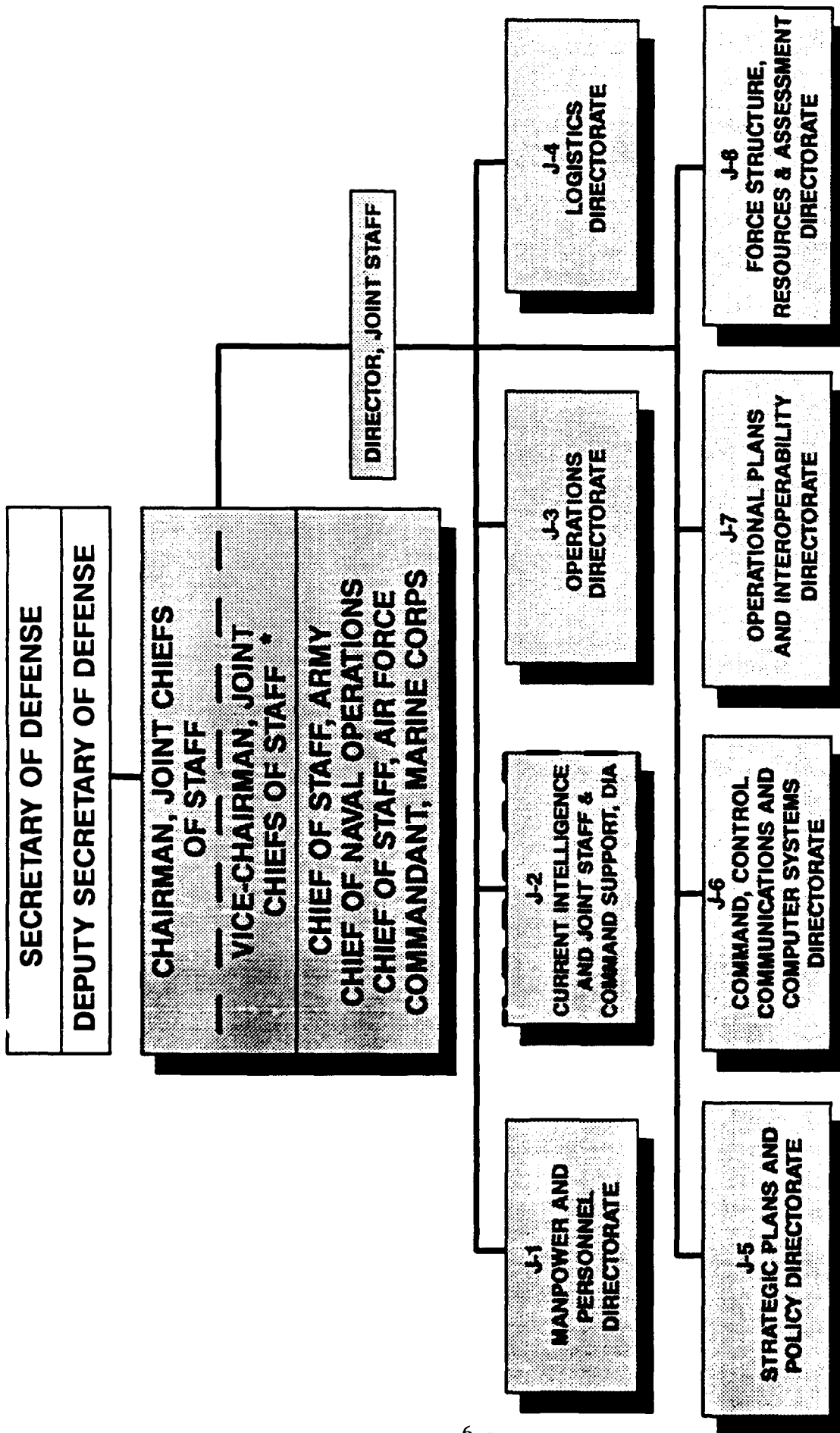
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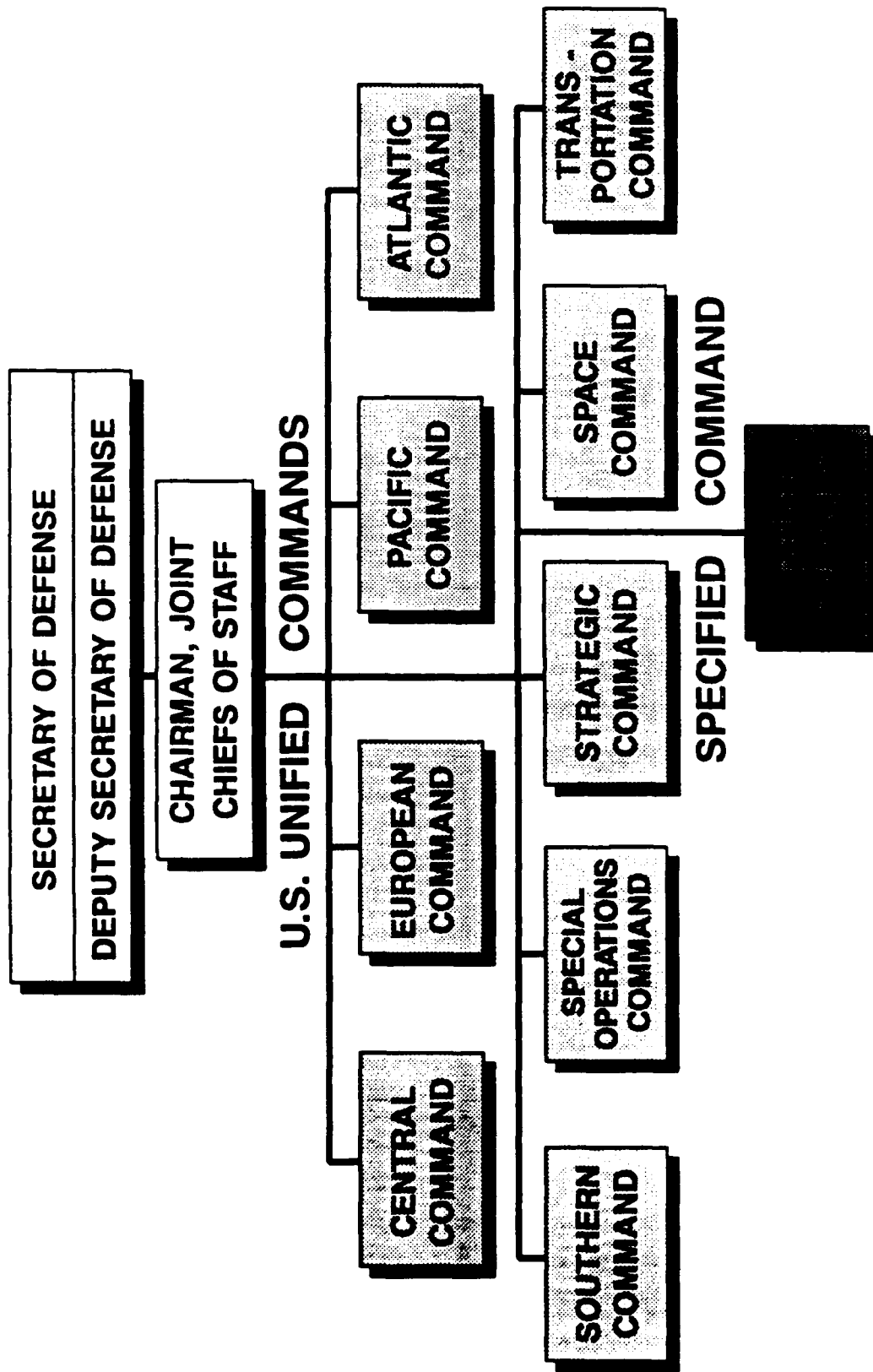
JOINT CHIEFS OF STAFF AND JOINT STAFF



*JCS MEMBER IN ABSENCE OF CHAIRMAN

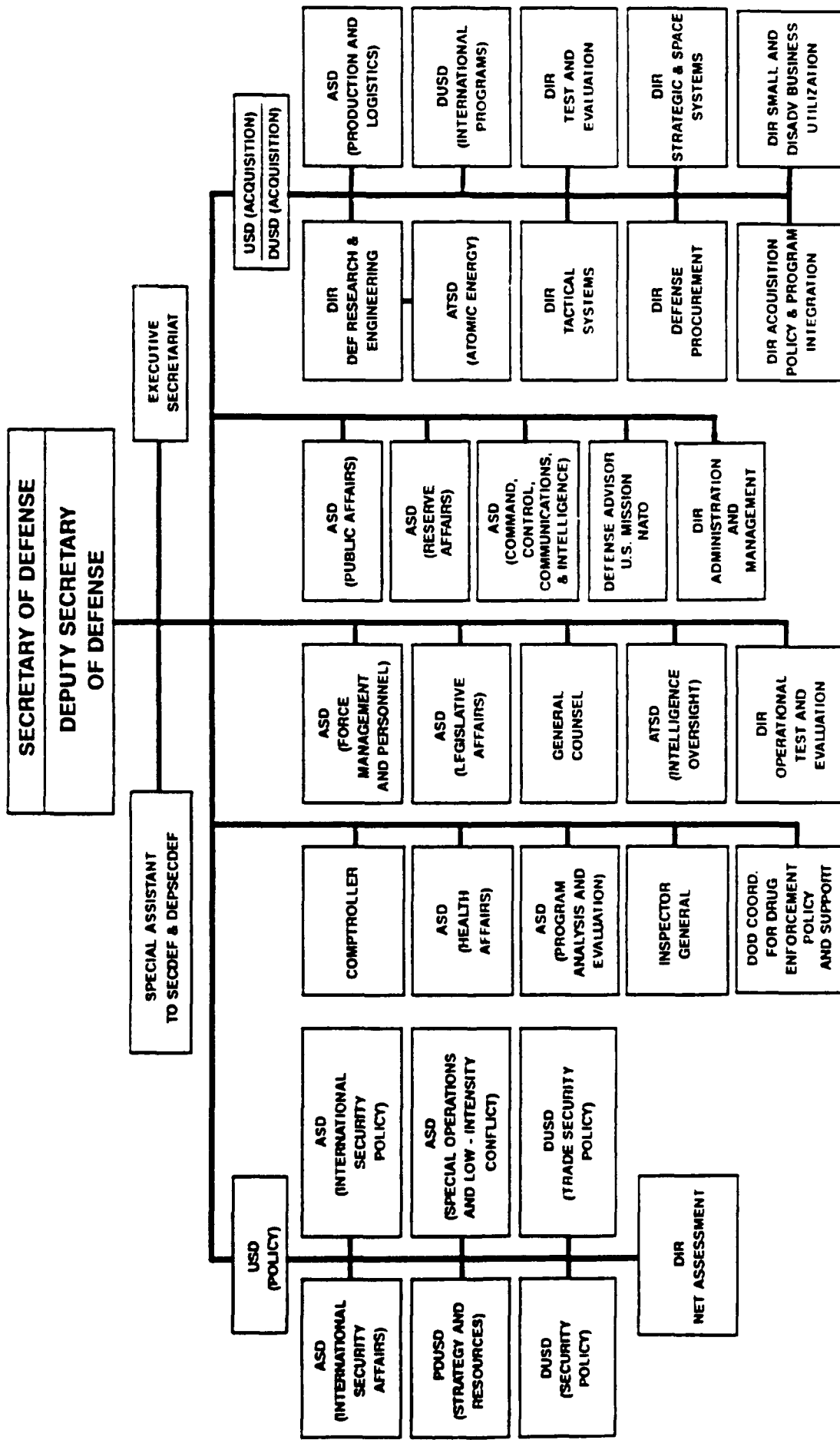
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OFFICE OF THE SECRETARY OF DEFENSE



DATE: June 1992

ORGANIZATIONS AND FUNCTIONS - OFFICE OF THE SECRETARY OF DEFENSE

The Office of the Secretary of Defense (OSD) is the principal staff element used by the Secretary of Defense to exercise authority, direction, and control over the Department of Defense. The mission of OSD as an organizational entity, in coordination with other elements of DoD, is as follows:

- Develop and promulgate policies in support of United States national security objectives.
- Provide oversight to assure the effective allocation and efficient management of resources consistent with Secretary of Defense approved plans and programs.
- Develop appropriate evaluation mechanisms to provide effective supervision of policy implementation and program execution at all levels of the Department.
- Provide the focal point for departmental participation in the United States security community and other Government activities.

In addition, each OSD principal staff official, in his/her respective areas of functional assignment, is responsible for performing the following:

- Conduct analyses, develop policies, provide advice, make recommendations, and issue guidance on Defense plans and programs.
- Develop systems and standards for the administration and management of approved plans and programs.
- Initiate programs, actions, and taskings to ensure adherence to DoD policies and national security objectives, and to ensure that programs are designed to accommodate operational requirements.
- Review and evaluate programs for carrying out approved policies and standards.
- Inform appropriate organizations and personnel of new and significant trends or initiatives in assigned areas of functional responsibilities.
- Review proposed resource programs, formulate budget estimates, recommend resource allocations, and monitor the implementation of approved programs.
- Participate in those planning, programming, and budgeting activities which relate to assigned areas of functional responsibilities.
- Review and evaluate recommendations on requirements and priorities.

- Promote coordination, cooperation, and mutual understanding within the Department of Defense and between DoD and other Federal agencies and the civilian community.

- Serve on boards, committees, and other groups pertaining to assigned functional areas, and represent the Secretary of Defense on matters outside the Department of Defense.

- Develop information and data, prepare reports, and/or testimony for presentations to Congressional Committees or in response to Congressional inquiries.

- Represent the DoD with Congressional Committees or individual Members of the Congress.

- Perform such other duties as the Secretary of Defense may from time to time prescribe.

IMMEDIATE OFFICES OF THE SECRETARY AND DEPUTY SECRETARY OF DEFENSE

The Secretary of Defense is the principal defense policy advisor to the President and is responsible for the formulation of general defense policy and policy related to all matters of direct and primary concern to the DoD, and for the execution of approved policy. Under the direction of the President, the Secretary exercises authority, direction, and control over the Department of Defense.

The Deputy Secretary of Defense is delegated full power and authority to act for the Secretary of Defense and to exercise the powers of the Secretary on any and all matters for which the Secretary is authorized to act pursuant to law.

The Special Assistant to the Secretary and Deputy Secretary of Defense is the principal immediate office advisor to the Secretary and Deputy Secretary.

The Assistant to the Secretary of Defense represents the Secretary with the White House offices of Intergovernmental Affairs, Political Affairs, and Presidential Personnel; manages the selection of non-career appointees throughout the Department; handles appointments to boards, committees, and consultancies; and carries out special projects.

The Assistant to the Secretary of Defense for Special Projects performs tasks and initiates actions relating to projects of special interest to the Secretary and Deputy Secretary.

The Executive Secretary of the Department of Defense supports the Secretary and Deputy Secretary by executing the following responsibilities: Managing and controlling all action and information documents for the Secretary and Deputy Secretary; performing liaison functions with the White House Military Office, including Presidential support activities; processing requests for DoD support from other Departments or Agencies; coordinating the assignments of Executive Agents, and assignments of DoD personnel to non-DoD agencies; validating military airlift transportation requests for OSD and non-DoD agencies; coordinating and editing the Secretary's Annual Report to the Congress; and, performing other special projects as directed by the Secretary or Deputy Secretary.

UNDER SECRETARY OF DEFENSE (ACQUISITION) (USD(A))

(DoD Directive 5134.1)

Under the direction of the Secretary of Defense, the *USD(A)* is the principal staff assistant and advisor to the Secretary of Defense for all matters relating to the *DoD Acquisition System*; research and development; production; logistics; military construction; and procurement. In the exercise of this responsibility, the *USD(A)* shall:

- Serve as the *Defense Acquisition Executive* with full responsibility for supervising the performance of the *DoD Acquisition System*.

- Chair the *Defense Acquisition Board (DAB)*, supported by an integrated structure of acquisition-related committees, and serve as signatory authority on Acquisition Decision Memoranda documenting Milestone reviews by the DAB.

- Serve as the *DoD Procurement Executive*.

- Chair the *DoD Ethics Council*.

- Serve as the *National Armaments Director* and Secretary of Defense representative to the *Four Power Conference*.

- Establish and publish policies and procedures governing the operations of the *DoD Acquisition System* and the administrative oversight of defense contractors.

- Prescribe policies, in coordination with the *IG, DoD*, and the *Comptroller of the Department of Defense*, to ensure that audit and oversight of contractor activities are coordinated and carried out in a manner to prevent duplication by different elements of the DoD. The exercise of this responsibility shall not affect the authority of the *IG* under the *Inspector General Act of 1978*.

- Coordinate research and development programs DoD-wide to eliminate duplication of effort and ensure that available resources are used to maximum advantage.

- Establish policies and programs that strengthen DoD Component technology development programs, encourage technical competition and technology-driven prototyping that promise increased military capabilities, and exploit the cost-reduction potential of innovative or commercially developed technologies.

- Develop acquisition plans, strategies, guidance, and assessments, including affordability assessments and investment area analyses, in support of the acquisition Milestone review and the *Planning, Programming, and Budgeting System (PPBS)* processes.

- Administer the *Defense Acquisition Executive Summary (DAES)* and *Cost/Schedule Control System Criteria (C/SCSC)* systems.

- Designate major defense acquisition programs as either DAB or Component programs, sign congressional certifications and reports to include Milestone authorization breaches, administer the *Selected Acquisition Report (SAR)* and *Unit Cost Report (UCR)* systems.

- Develop, in coordination with the *Under Secretary of Defense for Policy (USD(P))*, memoranda of agreements and memoranda of understandings with friendly and Allied Nations relating to acquisition matters.

- Establish policies for maintenance of the defense industrial base.

- Supervise the management and performance of the *Strategic and Critical Defense Materials Program*.

- Establish policies, in coordination with the *Assistant Secretary of Defense (Force Management and Personnel) (ASD(FM&P))*, for the training and career development of acquisition personnel.

- Advise the *Secretary of Defense* and the *Deputy Secretary of Defense* on technical and programmatic issues arising in *Defense Planning and Resources Board* matters.

The above functions are carried out with the support of the following key OSD personnel:

- The *Deputy Under Secretary of Defense (Acquisition)*

- The *Director of Defense Research and Engineering (DoDD 5134.3)*

- The *Assistant Secretary of Defense (Production and Logistics) (DoDD 5128.1)*

- The *Deputy Under Secretary of Defense (International Programs)*

- The *Director of Defense Procurement*

- The *Director for Acquisition Policy and Program Integration*

- The *Director for Test and Evaluation*

- The *Director for Tactical Systems*

- The *Director for Strategic and Space Systems*

- The *Director of Small and Disadvantaged Business Utilization (DoDD 5134.4)*

In addition, the *USD(A)* exercises authority, direction, and control over the following:

- *On-Site Inspection Agency* (DoDD TS-5134.2)
- *Defense Acquisition University* (DoDD 5000.57)
- *Defense Advanced Research Projects Agency*¹ (DoDD 5105.41)
- *Defense Nuclear Agency*¹ (DoDD 5105.31)
- *Defense Commissary Agency*² (DoDD 5105.55)
- *Defense Logistics Agency*² (DoDD 5105.22)

¹USD(A) delegated authority, direction, and control of DARPA and DNA to the DDR&E. (DoDD 5134.3)

²USD(A) delegated authority, direction, and control of DeCA and DLA to the ASD(P&L). (DoDD 5128.1)

UNDER SECRETARY OF DEFENSE (POLICY) (USD(P))

(DoD Directive 5111.1)

Under the direction of the Secretary of Defense, the *USD(P)* is the Principal Staff Assistant and advisor to the Secretary of Defense for all matters concerning the integration of DoD plans and policies with overall national security objectives. In the exercise of this responsibility, the *USD(P)* shall:

- Represent the DoD, as directed, in matters involving the *National Security Council (NSC)*, *Department of State (DoS)*, and other Departments, Agencies, and interagency groups with responsibilities in the national security area.
- Develop policy and coordinate implementation of arms control negotiations, including DoD positions on arms reductions and other defense-related international negotiations.
- Develop policy and oversee implementation on international security countermeasures activities of the DoD; and carry out the responsibilities of the Secretary for the administration of *National Disclosure Policy*, the *Security Policy Automation Network (SPAN)* including the *Foreign Disclosure and Technical Information System (FORDTIS)*, the *Foreign Visits System (FVS)*, and future systems available through the SPAN. As the U.S. Security Authority for the *North Atlantic Treaty Organization (NATO)*, serve as the primary focal point for staff coordination on these matters within the DoD, with other Government Departments and Agencies, and with foreign governments and international organizations, and provide DoD representation to foreign governments and intergovernmental and international organizations dealing with these matters.
- Develop policy and coordinate implementation of DoD political-military affairs, including: nuclear weapons policy and strategy; special operations forces and low-intensity conflict; law of the sea; foreign military rights; strategic offensive and defensive forces; theater nuclear matters; general purpose forces; and the relationship between strategic and theater force planning, programs, and budgets.
- Review evaluations and develop recommendations to the Secretary of Defense on plans and requirements for, and capabilities of, existing or proposed United States or foreign forces and their deployment, with particular attention to performance of missions which are or may be critical in the consideration of U.S. national security policy.
- Assist the Secretary of Defense in preparing written policy guidance for the preparation and review of operational and contingency plans, including those for nuclear and conventional forces (including Special Operations Forces), and in reviewing such plans.
- Provide oversight of all DoD activities related to technology transfer; develop, coordinate, and provide policy direction and overall management for the DoD Technology Program and policy relating to

international technology transfer, to include export controls, dual-use and munitions licensing, arms cooperation programs, and support for enforcement and intelligence agencies.

- Develop policy, plans, procedures, and exercise OSD management oversight for the discharge of DoD functions for the following: emergency planning and preparedness; crisis management; defense mobilization and expansion in emergency situations; military support to civil authorities; civil defense; and, continuity of operations and continuity of government. Lead and coordinate DoD Component activities to provide support, as required, to other U.S. Government departments and agencies, and the State governments on the planning and exercising of national security emergency preparedness.

- Develop policy, coordinate DoD participation, exercise OSD management oversight, and provide appropriate OSD approval processes for DoD involvement in national security special activities, special access programs, sensitive support to non-DoD agencies, and other uniquely sensitive national security programs. Provide special support to the Secretary of Defense in connection with his participation in related NSC activities.

- Plan and conduct net assessments for the Secretary of Defense.

- Negotiate and monitor agreements with foreign governments and defense alliances to which the United States is a party. Develop DoD policy and coordinate plans and programs undertaken in cooperation with foreign governments and military establishments, and represent the DoD, as directed, in the conduct of alliances and defense relationships.

- Provide policy direction for defense security assistance matters; monitor Special Assistance Offices and other missions on security assistance; and negotiate and monitor foreign military sales and other security assistance agreements with foreign governments.

- Develop DoD policy and coordinate actions relating to humanitarian assistance support.

- Develop DoD space policy and review and evaluate programs, plans, and systems requirements relating to the use of outer space, including participation in outer space activities of the NSC and other interagency fora, consistent with DoD Directive 3500.1.

- Serve as the Secretary's and Deputy Secretary's principal advisor for the planning phase of the *DoD Planning, Programming, and Budgeting System (PPBS)*, to include the lead role in developing overall policy, defense strategy, and force and resource planning; serve as a key participant in programming and budgeting decisions as well. Coordinate the development and approval of the *Defense Planning Guidance*.

- Develop DoD policies and programs concerning psychological operations.

- Develop DoD policy guidance and DoD participation in international activities supporting U.S. information programs.

- Develop DoD policy, coordinate policy implementation, and provide oversight for DoD support for international counternarcotics effort.

- Develop policy, plans, and procedures and provide oversight of all DoD activities related to international economic policy, including international trade and international energy/strategic materials security policy. Provide for DoD representation on interagency committees dealing with international economic policy, including the *Trade Policy Committee* and its subordinate groups, and relevant committees established by the *Economic Policy Council*.

- Conduct policy planning for U.S. national security policy and strategies.

- Develop policy, review requirements, coordinate, make recommendations, as appropriate, and exercise policy oversight for the programs for execution of the joint worldwide reconnaissance schedule and other sensitive related activities.

- Develop, coordinate, and implement policy on all matters relating to prisoners of war and missing in action.

The above functions are carried out through the following key OSD personnel:

- *Deputy Under Secretary of Defense for Policy*

- *Assistant Secretary of Defense (International Security Affairs)* (DoDD 5132.2)

- *Assistant Secretary of Defense (International Security Policy)* (DoDD 5133.1)

- *Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict)* (DoDD 5138.3)

- *Principal Deputy Under Secretary of Defense (Strategy and Resources)*

- *Director of Net Assessment* (DoDD 5105.39)

- *Deputy Under Secretary of Defense (Security Policy)*

- *Deputy Under Secretary of Defense (Trade Security Policy)*

In addition, the USD(P) exercises authority, direction, and control over the:

- *Defense Security Assistance Agency* (DoDD 5105.38)

- *Defense Technology Security Administration* (DoDD 5105.51)

**ASSISTANT SECRETARY OF DEFENSE
(COMMAND, CONTROL, COMMUNICATIONS, AND INTELLIGENCE) (ASD(C3I))**

(DoD Directive 5137.1)

Under the direction of the Secretary of Defense the ASD(C3I) is the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense for C3I, information management (IM), counter-intelligence (CI), and security countermeasures (SCM) matters, including warning, reconnaissance, and intelligence and intelligence-related activities conducted by the Department of Defense. In the exercise of these responsibilities, the ASD(C3I) shall:

- Serve as principal staff assistant in carrying out the responsibilities of the Secretary of Defense as *Executive Agent for the National Communications System (NCS)*.

- Serve as the Department's senior IM official.

- Serve as the Department's senior information security official.

- Serve as the principal DoD official responsible for establishing software policy and practices, but shall not be responsible for computer resources, both hardware and software, that are: physically part of, dedicated to, or essential in real time to the mission performance of weapon systems; used for weapon system specialized training, simulation, diagnostic test and maintenance, or calibration; or used for research and development of weapon systems.

- Establish and implement IM policies, processes, programs and standards to govern the development, acquisition, and operation of automated data processing equipment by the DoD, but shall not be responsible for ADP equipment that is an integral part of a weapon or weapon system, test support for a weapon system, or information technology basic research and development.

- Chair the *Major Automated Information System Review Council (MAISRC)*.

- Provide program management for the *General Defense Intelligence Program*, the *Foreign Counterintelligence Program*, and the *Security and Investigative Activities Program*.

- Serve as the principal DoD official responsible for preparing and defending the Department's C3I, CI, SCM, and IM programs before the Congress.

- Assess the responsiveness of intelligence products to DoD requirements.

Participate, as appropriate, in the DoD planning, programming, and budgeting system for C3I, IM, CI, and SCM activities by reviewing proposed DoD resource programs, formulating budget estimates, recommending resource allocations and priorities, and monitoring the implementation of approved programs.

In addition, the ASD(C3I) exercises authority, direction, and control over the following:

- *Defense Information Systems Agency (DoDD 5105.19)*
- *Defense Intelligence Agency (DoDD 5105.21)*
- *Defense Mapping Agency (DoDD 5105.40)*
- *Defense Investigative Service (DoDD 5105.42)*
- *Defense Support Project Office*
- *Intelligence Program Support Group*
- *Defense Polygraph Institute*
- *DoD Security Institute*
- *Defense Personnel Security Research Center*

Exercises overall supervision over the:

- *Central Imagery Office (DoDD 5105.56)*

Exercises staff supervision over the following:

- *National Security Agency/Central Security Service (DoDD 5100.23)*
- *Air Force and Navy Special Intelligence Programs*
- *Electromagnetic Compatibility Analysis Center*
- *Defense Courier Service*

**ASSISTANT SECRETARY OF DEFENSE
(FORCE MANAGEMENT AND PERSONNEL) (ASD(FM&P))**

(DoD Directive 5124.2)

Under the direction of the Secretary of Defense, the *ASD(FM&P)* is the principal staff assistant and advisor to the Secretary of Defense for Total Force management, military and civilian manpower, military and civilian personnel and training matters, military and civilian family matters, and manpower requirements for weapons support. The *ASD(FM&P)* is responsible for the following functional areas:

- Total Force structure analysis as related to quantitative and qualitative manpower requirements, utilization, readiness, and support.
- The allocation of the Total Force structure among DoD Components and between the Active and Reserve components within the Military Departments.
- Military and civilian manpower requirements analysis and related resource distribution in support of peacetime operations and mobilization needs.
- Administration and implementation of controls on military and civilian manpower strengths.
- Review and evaluate the requirements of *Defense Acquisition Board (DAB)* weapons programs and proposed weapons systems for their manpower, personnel, and training implications, and the implications of weapons systems maintainability for qualitative and quantitative manpower requirements.
- Economic adjustment.
- Work force motivation and productivity programs, including efficiency reviews.
- Review and evaluate the requirements for major automated information systems requiring the Secretary of Defense approval, in coordination with other members of the *Major Automated Information System Review Committee*, for their manpower, personnel, training, safety and survivability requirements.
- Development of programs, initiatives, and tools to enhance productivity of DoD operations, including the *Productivity-Enhancing Capital Investment Program*.
- Interagency and intergovernmental activities stemming from the above functions and special projects or external requests that create a demand for DoD manpower resources.
- Management and administration of a program to respond to requests for assignment or detail of DoD personnel to duty outside the Department.

- **Oversee the recruiting, advertising, processing, and retaining of military personnel of the Armed Forces of the United States.**

- **Compensation, retired pay, per diem, travel, and transportation allowances for military and civilian personnel.**

- **Taxation of military personnel compensation and benefits.**

- **Reassignment of military personnel.**

- **Training and education of military and civilian personnel.**

- **Nonappropriated fund instrumentalities.**

- **Commercial affairs and post exchanges.**

- **Morale, discipline, welfare, and recreation.**

- **Career development.**

- **DoD focal point for the provision of DoD resources to other agencies for law enforcement and refugee control.**

- **Manpower, personnel, and training research and development.**

- **Personnel management systems.**

- **Labor-management relations.**

- **Foreign National Personnel Policy.**

- **DoD Priority Placement Program.**

- **Civilian employment and staffing policy/programs, including priority and spousal employment systems.**

- **Wage surveys and rate schedule development for DoD Wage Grade work force.**

- **DoD Executive Leadership Program.**

- **Equal opportunity, equal employment opportunity, DoD contractor compliance with equal employment opportunity requirements in government contracts, and DoD compliance with nondiscrimination requirements in Federally Assisted Programs.**

- **Equal opportunity management training.**

- **Community Services for DoD personnel and their dependents.**

- **Dependents education.**

- **Family support policy and programs.**

- Development of civilian and military manpower, personnel, and training programs to meet peacetime readiness and wartime sustainability requirements of the Department of Defense.

- Military and civilian manpower mobilization planning guidance and coordination of manpower mobilization plans and their execution.

- Personnel requirements and utilization.

- Productivity improvement initiatives.

- Development of programs and procedures for detecting drug/alcohol dependency within the DoD Dependents Schools system and during pre-accession/new-entrant screening for military personnel.

In addition, the *ASD(FM&P)* exercises authority, direction, and control over the following:

- *Department of Defense Dependents Schools (DoDD 1342.6)*

- *Office of Economic Adjustment (DoDD 3030.1)*

ASSISTANT SECRETARY OF DEFENSE (HEALTH AFFAIRS) (ASD(HA))

(DoD Directive 5136.1)

Under the direction of the Secretary of Defense, the *ASD(HA)* is the principal staff assistant and advisor to the Secretary of Defense for all DoD health policies, programs, and activities. The *ASD(HA)* is responsible for the following functional areas:

- Medical readiness.
- Disease prevention.
- Health promotion.
- Health benefits programs.
- Alcohol and drug abuse treatment.
- Cost containment.
- Quality assurance.
- Medical information systems.
- DoD HIV Program and Research on *Acquired Immunodeficiency Syndrome*.
- Procurement, professional development, and retention of medical and dental personnel, and related health care specialists and technicians.
- Military medical construction.

In addition, the *ASD(HA)* exercises authority, direction, and control over the following:

- The *Office of Civilian Health and Medical Program of the Uniformed Services (OCHAMPUS)* (DoDD 5105.46).
- The *Defense Medical Programs Activity (DMPA)* (Formerly *Defense Medical Support Agency*, DoDD 5136.10).
- The *Uniformed Services University of the Health Sciences (USUHS)* (DoD Directive 5105.45), except that the authority to appoint the President of the USUHS is reserved to the Secretary of Defense.

**ASSISTANT SECRETARY OF DEFENSE
(LEGISLATIVE AFFAIRS) (ASD(LA))**

(DoD Directive 5142.1)

Under the direction of the Secretary of Defense, the *ASD(LA)* is the principal staff assistant to the Secretary of Defense for DoD relations with the members of Congress. The *ASD(LA)* is responsible for the following functional areas:

- DoD legislative program coordination.
- Congressional liaison, including arrangements for witnesses and testimony at Congressional hearings.
- Congressional inquiries.
- DoD support of Congressional travel.
- Security clearances for members of Congressional staffs.
- Control and oversight of the limitations placed on DoD legislative affairs by Congress.

**ASSISTANT SECRETARY OF DEFENSE
(PROGRAM ANALYSIS AND EVALUATION) (ASD(PA&E))**

(DoD Directive 5141.1)

Under the direction of the Secretary of Defense, the *ASD(PA&E)* is the principal staff assistant to the Secretary of Defense for DoD program analysis and evaluation. The *ASD(PA&E)* is responsible for the following functional areas:

- Mix of active and reserve components.
- Strategic and theater nuclear forces.
- General purpose land, naval, and air forces.
- Weapon systems and major items of materiel, including critical reviews of requirements, performance, and life cycle costs of current and proposed weapon systems.
- Nuclear warhead requirements.
- Support forces and systems.
- Deployment plans and overseas basing requirements.
- Mobility force programs and prepositioning plans.
- Materiel support programs and war reserve stocks.
- Force readiness and capabilities.
- Implications for manpower resources of specific force structure plans.
- Contingency plans.
- Security assistance programs.
- Allied and foreign military requirements and capabilities.

In addition, the *ASD(PA&E)* provides support to the Secretary of Defense through:

- Economic analyses of defense programs and of the defense program's effect on the economy.
- *Cost Analysis Improvement Group* leadership and support.
- Cost/Benefit analysis of major automated information system.
- Management of the PPBS programming phase and of the program and execution reviews.

**ASSISTANT SECRETARY OF DEFENSE
(PUBLIC AFFAIRS) (ASD(PA))**

(DoD Directive 5122.5)

Under the direction of the Secretary of Defense, the *ASD(PA)* is responsible for ensuring a free flow of news and information to the media, appropriate forums, the general public, and to the internal audiences of the Armed Forces, limited only by national security constraints, as authorized by Executive Order and statutory mandates. The *ASD(PA)* is responsible for the following functional areas:

- Act as the releasing agency for DoD information and audiovisual materials to news media representatives. Evaluate news media requests for DoD support and cooperation and determine appropriate level of DoD participation.
- As required, prepare speeches, public statements, Congressional testimony, articles for publication and other materials for public release by selected DoD and White House officials.
- Establish policy for the *DoD Freedom of Information Act Program* consistent with Title 5, United States Code, Section 552 and DoD Directive 5400.7. Direct and administer the *Freedom of Information Act Program* consistent with DoD Directive 5400.7 and DoD Instruction 5400.10 and the access portion of the *DoD Privacy Act* consistent with DoD Directive 5400.11 for the OSD, Chairman of the Joint Chiefs of Staff, and other DoD Components as may be assigned.
- Conduct policy and security reviews of all material prepared for public release and publication originated by the DoD (including testimony before Congressional committees), or by its contractors, DoD employees as individuals, and material submitted by sources outside the DoD for such review.
- Direct and administer the *Mandatory Declassification Review Program* for the OSD, Chairman of the Joint Chiefs of Staff, and various other DoD Components.
- Serve as the official point of contact for public and media appearances by DoD officials and conduct advanced planning and coordination, as required, with private, public and media organizations for such events.
- Analyze and reply to inquiries regarding DoD policies, programs, or activities, which are received from the general public, either directly or from the Congress, the White House, or other Government agencies.
- Evaluate and coordinate the DoD response to requests for speakers received by the Department of Defense and, as required, assist in scheduling and programming for the participation of qualified personnel.

- Evaluate and respond to requests for DoD cooperation in programs involving relations with the public, to include requests for Aerial Demonstration Teams support and band support in the National Capital Region, and requests for travel in military carriers for public affairs purposes by news media representatives or other non-DoD personnel.

- Provide policy guidance to the *Defense Information School* regarding information training.

- Manage the *DoD Internal Information Program* through the *American Forces Information Service (AFIS)* consistent with DoD Directive 5122.10, to include:

- *Armed Forces Radio and Television Service (AFRTS)*, consistent with DoD Directive 5120.20 and DoD 5120.20-R.

- DoD visual information and audiovisual activities, and joint visual information services, consistent with DoD Directives 5040.2 and 5040.3.

- DoD newspapers, including European and Pacific *Stars and Stripes*, and civilian enterprise publications, consistent with DoD Instruction 5120.4.

- DoD periodicals, consistent with DoD Directive 5120.43.

- *American Forces Press and Publications Service (AFPPS)*.

- Oversee the provision of news analysis and news clipping services for the OSD, Chairman of the Joint Chiefs of Staff, and the Military Departments' headquarters.

- Provide DoD assistance to non-government, entertainment-oriented motion picture, television, and video productions consistent with DoD Instruction 5410.16.

- Provide public affairs guidance to DoD components. This guidance includes interagency coordination, as required.

- Maintain the capability to deploy, on short notice, a DoD National Media Pool at the direction of the Secretary of Defense. The purpose of the pool is to cover the first stages of U.S. military operations that involve armed conflict with military forces of another nation in areas where there normally would not be a news media presence.

In addition, the ASD(PA) exercises authority, direction, and control over the *American Forces Information Service (AFIS)* (DoDD 5122.10)

**ASSISTANT SECRETARY OF DEFENSE
(RESERVE AFFAIRS) (ASD(RA))**

(DoD Directive 5125.1)

Under the direction of the Secretary of Defense, the *ASD(RA)* is the principal staff assistant to the Secretary of Defense for exercising overall supervision of reserve component matters in the DoD. The *ASD(RA)* is responsible for the following functional areas:

- Develop policies, programs, and procedures concerning National Guard and Reserve manpower utilization and requirements, including mobilization and management of pretrained individual manpower in the requisite numbers, skills, and time frames.

- Assessment of National Guard and Reserve personnel accession and retention plans, programs and trends, including recruiting, bonus, compensation, entitlement, employment protection, family support, and equal opportunity programs.

- Plans, programs, and budgets.
- Research, studies, and evaluation.
- Operations, training, and force structure.
- Mobilization, demobilization, and reconstitution.
- Force mix.
- Weapons systems, equipment, and materiel.
- Construction, installations, and facilities.
- Readiness and sustainability.

In addition, the *ASD(RA)*

- Exercises authority, direction, and control over the *National Committee for Employer Support of the Guard and Reserve*.

- Reviews and coordinates the reports of the *Reserve Forces Policy Board (RFPB)* prior to forwarding to the Secretary of Defense; also provides administrative staff support to the *RFPB*.

- Establishes and maintains liaison with Ministry of Defense officials dealing with reserve component matters in allied nations.

COMPTROLLER OF THE DOD (C, DoD)

(DoD Directive 5118.3)

Under the direction of the Secretary of Defense, the *C, DoD* is the principal advisor and assistant to the Secretary of Defense for budgetary and fiscal matters (including financial management, accounting policy and systems, budget formulation and execution, and contract audit administration and organization), and general management improvement programs. In addition, the *C, DoD* is the *Chief Financial Officer of the Department of Defense*. In the exercise of this responsibility, the *C, DoD* shall:

- Administer the planning, programming, and budgeting system of the DoD.

- Supervise and direct the formulation and presentation of Defense budgets, the interactions with the Congress on budgetary and fiscal matters, and the execution and control of approved budgets; and maintain effective control and accountability over the use of all financial resources of the DoD.

- Establish and supervise the execution of uniform DoD policies, principles, and procedures (including terminologies and classifications, as necessary) for:

- Budget formulation and execution; financial management programs and systems; accounting and disbursing systems; cash and credit management; debt collection; financial progress and statistical reporting; and technical, organizational, and administrative matters related to contract audit.

- Relationships with financial institutions, including those operating on DoD installations in the United States and overseas.

- International financial matters, including the adequacy of international financial agreements.

- Education, training, and career development of comptroller and financial management personnel.

- Prices for transactions involving the provision of goods and services by DoD Components, including sales to foreign governments.

- Access to DoD budgetary material and other records by the *General Accounting Office (GAO)*.

- Provide for the design, development, and installation of management improvement programs and systems throughout the DoD by:

- Improving general management practices within the Department by analyzing current practices, identifying improvements that will result in management efficiencies, measuring cost savings, and implementing changes.

- Developing and overseeing implementation of total cost per output standards for the DoD to be used for budget, management, and productivity improvement purposes.

- Establishing and maintaining an internal management control program to control waste, fraud, and mismanagement.

- Advise and assist the Secretary and Deputy Secretary of Defense on administration and organization of the contract audit function within the DoD.

- Establish and supervise uniform DoD policies, principles, and procedures for administrative matters related to contract audit.

- Analyze resource requirements and use of personnel to accomplish the contract audit needs of the DoD.

- Coordinate and interface with other DoD Components having interest in the contract audit mission and related activities, including the Under Secretary of Defense (Acquisition), the Inspector General of the DoD, the Military Departments, and the Defense Logistics Agency.

- Interact with the *Congress* on issues involving the contract audit function of the DoD, including interface with the GAO on pertinent audits.

- Conduct analyses, develop plans, provide advice, recommend changes, and issue guidance on DoD contract audit organization structure, charter, and management practices.

- Interact with the Defense industry on major areas of concern involving contract audit activity.

- Perform such other activity in the area of contract audit as the Secretary or Deputy Secretary of Defense may prescribe.

In addition, the Comptroller of the DoD exercises authority, direction, and control over the following:

- The *Defense Contract Audit Agency* (DoDD 5105.36)

- The *Defense Finance and Accounting Service* (DoDD 5118.5)

GENERAL COUNSEL OF THE DOD (GC, DoD)

(DoD Directive 5145.1)

Under the direction of the Secretary of Defense, the *GC, DoD* serves as chief legal officer of the Department of Defense. The *GC, DoD* is responsible for the following functional areas:

- Provide advice to the Secretary and Deputy Secretary of Defense regarding all legal matters and services performed within, or involving, the Department of Defense.
- Provide legal advice to OSD organizations and, as appropriate, other DoD Components.
- Oversee, as appropriate, legal services performed within the Department of Defense, including determining the adherence by attorneys in the Department of Defense to appropriate professional standards.
- Coordinate on appeals from denials of requests under the *Freedom of Information Act*, as appropriate.
- Provide advice on standards of conduct involving personnel of OSD and, as appropriate, other DoD Components.
- Develop the *DoD Legislative Program* and coordinate DoD positions on legislation and Executive Orders.
- Provide for the coordination of significant legal issues, including litigation involving the DoD and other matters before the Department of Justice in which the DoD has an interest.
- Establish DoD policy on general legal issues, determine the DoD position on specific legal problems, and resolve disagreements within the DoD on such matters.
- Perform such functions relating to the DoD security program (including surveillance over DoD personnel security programs) as the Secretary or Deputy Secretary of Defense may assign.
- Act as lead counsel for the Department in all international negotiations conducted by OSD organizations.
- Maintain the central repository for all international agreements coordinated, negotiated, or concluded by DoD personnel.

In addition, the *General Counsel* serves as Director, Defense Legal Services Agency (DLSA) (DoDD 5145.4).

DIRECTOR OF OPERATIONAL TEST AND EVALUATION (DOT&E)

(DoD Directive 5141.2)

Under the direction of the Secretary of Defense, the *DOT&E* is the principal staff assistant and advisor to the Secretary of Defense on OT&E in the DoD and the principal OT&E official within the senior management of the DoD. The *DOT&E* is responsible for the following functional areas:

- Prescribe policies and procedures for the conduct of OT&E within the Department of Defense.
- Provide advice and make recommendations to the Secretary of Defense, and issue guidance to, and consult with, the heads of the DoD Components with respect to OT&E in the DoD in general, and with respect to specific OT&E to be conducted in connection with a major defense acquisition program.
- Designate selected special interest weapons, equipment, or munitions as major defense acquisition programs.
- Develop systems and standards for the administration and management of approved OT&E plans for major defense acquisition programs.
- Monitor and review all OT&E in the DoD to ensure adherence to approved policies and standards.
- Analyze the results of OT&E conducted for each major defense acquisition program and submit a report to the Secretary of Defense, the Under Secretary of Defense (Acquisition), and to the Committees on Armed Services and Appropriations of the Senate and House of Representatives that addresses (a) the adequacy of the test and evaluation performed and (b) whether the results confirm the combat effectiveness and suitability of the items tested.
- Coordinate operational testing conducted jointly by more than one DoD Component.
- Review and make recommendations to the Secretary of Defense on all budgetary and financial matters relating to OT&E, including operational test facilities and equipment.
- Initiate plans, programs, actions, and taskings to ensure that OT&E for major defense acquisition programs is designed to evaluate the operational effectiveness and suitability of U.S. military weapon systems and equipment.
- Review and report to the Secretary of Defense on the adequacy of operational test planning, priorities, support resources, execution, evaluation, and reporting for major defense acquisition programs while avoiding unnecessary duplication.

**ASSISTANT TO THE SECRETARY OF DEFENSE
(INTELLIGENCE OVERSIGHT) (ATSD(IO))**

(DoD Directive 5148.11)

Under the direction of the Secretary of Defense, the *ATSD(IO)* is responsible for the independent oversight of all intelligence, intelligence-related, and counterintelligence activities within the Department of Defense. The *ATSD(IO)* is responsible for the following functional areas:

- Review, in consultation with the DoD General Counsel, all allegations that raise questions of legality or propriety of intelligence, intelligence-related and counterintelligence activities within the Department of Defense.
- Conduct investigations of intelligence, intelligence-related, and counterintelligence activities that raise questions of legality or propriety.
- Conduct vigorous and independent inspections of DoD Components that engage in intelligence, intelligence-related, and counterintelligence activities to assure compliance with Executive Order 12333 and DoD policies.
- Monitor investigations and inspections by DoD Components of intelligence, intelligence-related, and counterintelligence activities, evaluate the findings, and, if appropriate, submit recommendations for corrective action to the Secretary of Defense.
- Serve as the focal point for all DoD contacts with the *President's Intelligence Oversight Board (PIOB)*. In consultation with the DoD General Counsel, report at least quarterly to the Secretary of Defense and the Chairman, PIOB, on actions taken by Defense intelligence Components to assure compliance with Executive Order 12333.
- Review sensitive support provided to DoD Components and other Departments and Agencies of the US Government pursuant to DoD Directive S-5210.36, to assure compliance with DoD policies.
- Participate as a member of the *Defense Counterintelligence Board* (DoD Directive 5240.2).
- Coordinate, as appropriate, with the DoD Inspector General on matters relating to the DoD IG's area of responsibility in accordance with Public Law 95-452.

**DOD COORDINATOR FOR DRUG ENFORCEMENT
POLICY AND SUPPORT**

(DoD Directive 5149.1)

Under the direction of the Secretary of Defense, the *DoD Coordinator for Drug Enforcement Policy and Support*, as the principal staff assistant and advisor for drug control policy, requirements, priorities, systems, resources, and programs, shall:

- Develop policies, conduct analyses, provide advice, make recommendations, and issue guidance on DoD drug control plans and programs.
- Develop systems and standards for the administration and management of approved DoD drug control plans and programs.
- Promulgate plans, programs, actions, and taskings pertaining to the DoD drug control program consistent with the *National Drug Control Strategy*, and DoD drug control policies and objectives.
- Review, evaluate, coordinate, and monitor DoD drug control plans and programs to ensure adherence to approved policies and standards.
- Promote coordination, cooperation, and mutual understanding within the DoD, within Congress, and between the DoD and other Federal agencies, State and local governments, and the civilian community.
- Serve on boards, committees, and other groups pertaining to assigned functional areas and represent the Secretary of Defense on drug control matters outside the Department.
- Serve as the DoD point of contact for the *Office of the Director of National Drug Control Policy* and other Federal and State agencies, as appropriate.
- Participate in, and oversee and monitor planning, programming, and budgeting for the DoD counter-drug mission in coordination with OSD officials; the Chairman of the Joint Chiefs of Staff; and appropriate DoD Components.
- Coordinate and monitor DoD support of civilian drug-law enforcement.
- Coordinate and monitor interagency detection and monitoring of maritime and aerial transit of illegal drugs into the United States.

- **Coordinate and monitor, in conjunction with the Assistant Secretary of Defense (Reserve Affairs) (ASD(RA)), National Guard support to State drug-law enforcement operations.**

- **Coordinate and monitor, in conjunction with the Assistant Secretary of Defense (Command, Control, Communications, and Intelligence) (ASD(C3I)), DoD intelligence and communications support of drug-law enforcement operations.**

DIRECTOR OF ADMINISTRATION AND MANAGEMENT (DA&M)

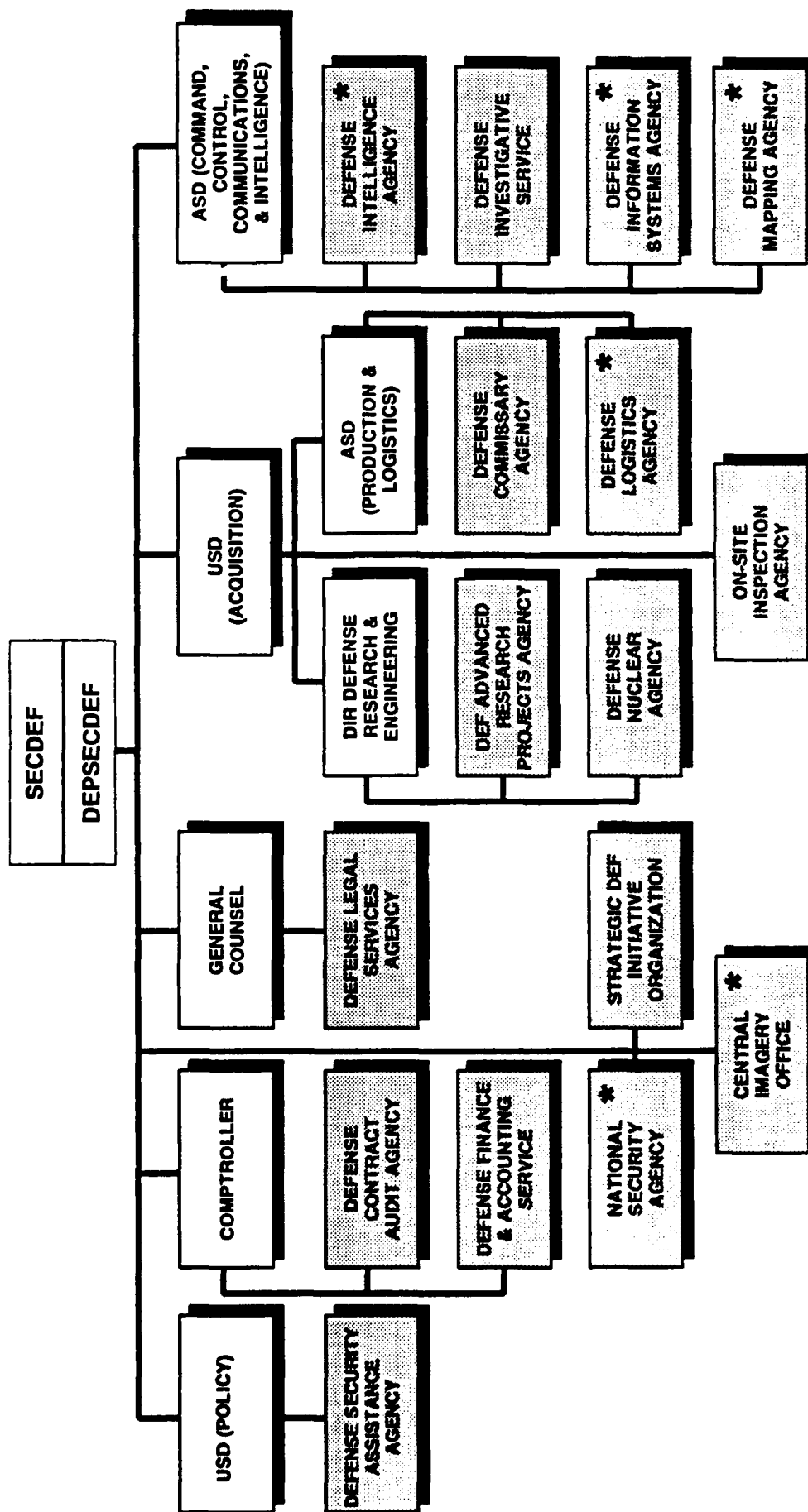
(DoD Directive 5105.53)

Under the direction of the Deputy Secretary of Defense, the *DA&M* is the principal staff assistant and advisor on DoD-wide organizational and administrative management matters. The *DA&M* is responsible for the following functional areas:

- Advise and assist the Secretary and Deputy Secretary of Defense on administration and organization within the Department of Defense.
- Provide policy guidance to DoD Components and coordinate on administrative and organizational matters.
- Review, evaluate, and develop recommendations to improve the organization, functions, and management of DoD activities and programs.
- Develop and maintain organizational charters for the OSD, the Defense Agencies, the DoD Field Activities, and other DoD activities, as required.
- Provide policy guidance, coordinate, and oversee administration of assigned programs, including the *DoD Committee Management Program*, the *DoD Management Headquarters Program*, and the *DoD Privacy Program*.
- Administer the *Historical Program* of the OSD and coordinate DoD *Historical Program* activities.
- Analyze and control manpower requirements for the OSD, the Chairman of the Joint Chiefs of Staff, and other assigned activities.
- Administer the *Internal Management Control Program* for the OSD and other assigned activities.
- Participate in planning, programming, and budgeting activities related to *DA&M* responsibilities.
- Promote coordination, cooperation, and mutual understanding on matters under *DA&M* cognizance within the DoD and between the DoD, other Government Agencies, and the public.
- Serve on boards, committees, and other groups concerned with matters pertaining to the functions and responsibilities assigned to the *DA&M* and represent the Secretary and Deputy Secretary of Defense on such matters outside the DoD.

In addition, the *DA&M* serves as the *Director, Washington Headquarters Services*, with responsibility for providing administrative and operational support to OSD and other specified Department of Defense activities in the National Capital Region (NCR).

DEFENSE AGENCIES



* COMBAT SUPPORT AGENCY

DATE: JUNE 1992

ORGANIZATION AND FUNCTIONS -- DEFENSE AGENCIES

CENTRAL IMAGERY OFFICE (CIO)

(DoD Directive 5105.56)

The Central Imagery Office (CIO), is a Combat Support Agency of the Department of Defense (DoD) under the overall supervision of the Assistant Secretary of Defense (Command, Control, Communications, and Intelligence). The CIO was established to ensure that the United States Government intelligence, mapping, charting and geodesy, and other needs for imagery are met effectively and efficiently in a manner conducive to national security, consistent with the authorities and duties of the Secretary of Defense and the Director of Central Intelligence. The CIO shall provide support to the Department of Defense, the Central Intelligence Agency, and other Federal Government departments and agencies on matters concerning imagery relating to the national security.

DEFENSE ADVANCED RESEARCH PROJECTS AGENCY (DARPA)

(DoD Directive 5105.41)

The Defense Advanced Research Projects Agency (DARPA), under the authority, direction, and control of the Director for Defense Research and Engineering, serves as the central research and development organization of the DoD with a primary responsibility to maintain U.S. technological superiority over potential adversaries. The DARPA pursues imaginative and innovative research and development projects offering significant military utility; manages and directs the conduct of basic and applied research and development that exploits scientific breakthroughs and demonstrates the feasibility of revolutionary approaches for improved cost and performance of advanced technology; and, stimulates a greater emphasis on prototyping in defense systems by conducting prototype projects that embody technology that might be incorporated in joint programs, programs in support of deployed U.S. Forces (including the Unified and Specified Combatant Commands), or selected Military Department programs, and on request, assist the Military Departments in their own prototyping programs.

DEFENSE COMMISSARY AGENCY (DeCA)

(DoD Directive 5105.55)

The *Defense Commissary Agency (DeCA)*, under the authority, direction, and control of the Assistant Secretary of Defense (Production & Logistics) is responsible for providing an efficient and effective worldwide system of commissaries for the resale of groceries and household supplies at the lowest practical price (consistent with quality) to members of the Military Services, their families, and other authorized patrons, while maintaining high standards for quality, facilities, products, and service. In addition, the DeCA shall provide a peacetime training environment for troop support logisticians needed in wartime and, as circumstances dictate, troop issue subsistence support to military dining facilities consistent with Service needs.

DEFENSE CONTRACT AUDIT AGENCY (DCAA)

(DoD Directive 5105.36)

The *Defense Contract Audit Agency (DCAA)*, under the authority, direction, and control of the Comptroller of the Department of Defense, is responsible for performing all contract audits for the Department of Defense, and providing accounting and financial advisory services regarding contracts and subcontracts to all DoD Components responsible for procurement and contract administration. These services are provided in connection with negotiation, administration, and settlement of contracts and subcontracts. DCAA also provides contract audit services to other Government agencies, as appropriate.

DEFENSE FINANCE AND ACCOUNTING SERVICE (DFAS)

(DoD Directive 5118.5)

The *Defense Finance and Accounting Service (DFAS)*, under the authority, direction, and control of the Comptroller of the Department of Defense, is responsible for standardizing financial and accounting information that will be accurate, comprehensive, and timely. To accomplish this, the Director, DFAS shall direct finance and accounting requirements, systems, and functions for all appropriated, nonappropriated, working capital, revolving, and trust fund activities, including security assistance; establish and enforce requirements, principles, standards, systems, procedures, and practices necessary to comply with finance and accounting statutory and regulatory requirements applicable to the DoD; provide finance and accounting services for DoD Components and other Federal activities, as designated by the Comptroller of the DoD; and, direct the consolidation, standardization, and integration of finance and accounting requirements, functions, procedures, operations, and systems within the DoD and ensure their proper relationship with other DoD functional areas (e.g., budget, personnel, logistics, acquisition, civil engineering, etc.).

DEFENSE INFORMATION SYSTEMS AGENCY (DISA)

(DoD Directive 5105.19)

The *Defense Information Systems Agency (DISA)* is a Combat Support Agency of the Department of Defense (DoD) under the authority, direction, and control of the Assistant Secretary of Defense (Command, Control, Communications, and Intelligence). DISA is responsible for planning, developing and supporting command, control, communications (C3) and information systems that serve the needs of the National Command Authorities (NCA) under all conditions of peace and war. It provides guidance and support on technical and operational C3 and information systems issues affecting the Office of the Secretary of Defense (OSD), the Military Departments, the Chairman of the Joint Chiefs of Staff, the Unified and Specified Combatant Commands, and the Defense Agencies. It ensures the interoperability of the Worldwide Military Command and Control System (WWMCCS), the Defense Communications System (DCS), theater and tactical command and control systems, NATO and/or allied C3 Systems, and those national and/or international commercial systems that effect the DISA mission. It supports national security emergency preparedness (NSEP) telecommunications functions of the National Communications System (NCS) as prescribed by Executive Order 12472, *Assignment of National Security and Emergency Preparedness Telecommunications Functions*, April 3, 1984.

DEFENSE INTELLIGENCE AGENCY (DIA)

(DoD Directive 5105.21)

The *Defense Intelligence Agency (DIA)*, is a Combat Support Agency of the Department of Defense (DoD) under the authority, direction, and control of the Assistant Secretary of Defense (Command, Control, Communications, and Intelligence). Under its Director, DIA shall collect, produce, or, through tasking and coordination, provide military and military-related intelligence for the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, other Defense components, and, as appropriate, non-Defense agencies; collect and provide military intelligence for national foreign intelligence and counterintelligence products; coordinate all DoD intelligence collection requirements; manage the Defense Attache system; provide foreign intelligence and counterintelligence staff support to the Chairman of the Joint Chiefs of Staff; and, manage the *General Defense Intelligence Program*.

DEFENSE INVESTIGATIVE SERVICE (DIS)

(DoD Directive 5105.42)

The *Defense Investigative Service (DIS)*, under the authority, direction, and control of the Assistant Secretary of Defense (Command, Control, Communications, and Intelligence), conducts all Personnel Security Investigations (PSI's) for DoD Components and, when appropriate, also conducts PSI's for other U.S. Government activities. These PSI's include investigation of allegations of subversive affiliations, adverse suitability information, or any other situation that requires resolution to complete the PSI. DIS is also responsible for the four major programs involving industrial security: the *Defense Industrial Security Program*; the *Key Assets Protection Program*; the *Inspection Program for Contractors with conventional arms, ammunition and explosives*, and the *Certification Program for Contractors with very high speed integrated circuits*.

DEFENSE LEGAL SERVICES AGENCY (DLSA)

(DoD Directive 5145.4)

The *Defense Legal Services Agency (DLSA)*, under the authority, direction, and control of its Director, who also serves as the General Counsel of the Department of Defense, provides legal advice and services for the Defense Agencies, DoD Field Activities, and other assigned organizations. This includes technical support and assistance for development of the *DoD Legislative Program*; coordinating DoD positions on legislation and Presidential Executive Orders; providing a centralized legislative document reference and distribution point for the DoD; maintaining the Department's historical legislative files; developing DoD policy for standards of conduct and administering the *Standards of Conduct Program* for the OSD and other assigned organizations; and administering the *Defense Industrial Security Clearance Review Program*.

DEFENSE LOGISTICS AGENCY (DLA)

(DoD Directive 5105.22)

The *Defense Logistics Agency (DLA)*, is a Combat Support Agency of the Department of Defense (DoD) under the authority, direction, and control of the Assistant Secretary of Defense (Production and Logistics). DLA provides worldwide logistics support for the missions of the Military Departments and the Unified and Specified Combatant Commands under conditions of peace and war. Also provides logistics support to other DoD Components and certain Federal agencies, foreign governments, international organizations, and others as authorized. Provides materiel commodities and items of supply that have been determined, through the application of approved criteria, to be appropriate for integrated management by DLA on behalf of all DoD Components, or that have been otherwise specifically assigned by appropriate authority. Furnishes logistics services directly associated with the supply management function and other support services including scientific and technical information, federal cataloging, industrial plant equipment, reutilization and marketing and systems analysis, design, procedural development and maintenance for supply and service systems, industrial plant equipment storage and issuance, DLA logistics systems development, and the *National Defense Stockpile Program*. Maintains a wholesale distribution system for assigned items. Provides contract administration service in support of the Military Departments, other DoD Components, Federal civil agencies and, when authorized, to foreign governments and others.

DEFENSE MAPPING AGENCY (DMA)

(DoD Directive 5105.40)

The *Defense Mapping Agency (DMA)*, is a Combat Support Agency of the Department of Defense (DoD) under the authority, direction, and control of the Assistant Secretary of Defense (Command, Control, Communications, and Intelligence). DMA provides support to OSD, the Chairman of the Joint Chiefs of Staff, Unified and Specified Combatant Commands, Military Departments, Defense Agencies and other Federal Government Departments and Agencies by producing and distributing mapping, charting and geodetic products and services. The mapping, charting, and geodesy functions of the Agency are principally conducted by its two major production centers - the *DMA Aerospace Center*, located in St. Louis, MO, and the *DMA Hydrographic/Topographic Center*, located in Bethesda, MD. The Agency also operates the *Defense Mapping School* located at Fort Belvoir, VA, which provides training in aspects of mapping, charting and geodesy.

DEFENSE NUCLEAR AGENCY (DNA)

(DoD Directive 5105.31)

The *Defense Nuclear Agency (DNA)*, under the authority, direction, and control of the Director for Defense Research and Engineering, supports the DoD and other Federal Agencies on matters concerning nuclear weapons, nuclear weapons system acquisitions, nuclear weapons effects on weapons systems and forces, and nuclear weapons safety and security. During wartime and international crisis, in accordance with national priorities and, as directed by the DDR&E, the DNA shall redirect its resources to support the Chairman of the Joint Chiefs of Staff and the Commanders of the Unified and Specified Combatant Commands in analyzing nuclear weapons planning and action options, and reconstituting nuclear forces.

DEFENSE SECURITY ASSISTANCE AGENCY (DSAA)

(DoD Directive 5105.38)

The *Defense Security Assistance Agency (DSAA)*, under the authority, direction, and control of the Under Secretary of Defense for Policy, serves as the DoD focal point and clearinghouse for the development and implementation of security assistance plans and programs, monitoring major weapon sales and technology transfer issues, budgetary and financial arrangements, legislative initiatives and activities, and policy and other security assistance matters through the analysis, coordination, decision, and implementation process. DSAA directs and supervises the organization, functions, training, administrative support, and staffing of DoD elements in foreign countries responsible for managing security assistance programs and supports the development of cooperative programs with industrialized nations. To accomplish its mission, the DSAA shall develop and manage the security assistance program so as to gain maximum benefit for the foreign policy and national security of the United States.

NATIONAL SECURITY AGENCY/CENTRAL SECURITY SERVICE (NSA/CSS)

(DoD Directive 5100.20)

The *National Security Agency/Central Security Service (NSA/CSS)*, is a Combat Support Agency of the Department of Defense (DoD) under the authority, direction, and control of the Secretary of Defense, and is responsible for centralized coordination, direction, and performance of highly specialized intelligence functions in support of U.S. Government activities. NSA carries out the responsibilities of the Secretary of Defense to serve as Executive Agency for U.S. Government signals intelligence, communications security, computer security, and operations security training activities. The Central Security Service provides the Military Services a unified cryptologic organization within the Department of Defense designed to assure proper control of the planning, programming, budgeting, and expenditure of resources for cryptologic activities.

ON-SITE INSPECTION AGENCY (OSIA)

(DoD Directive TS-5134.2)

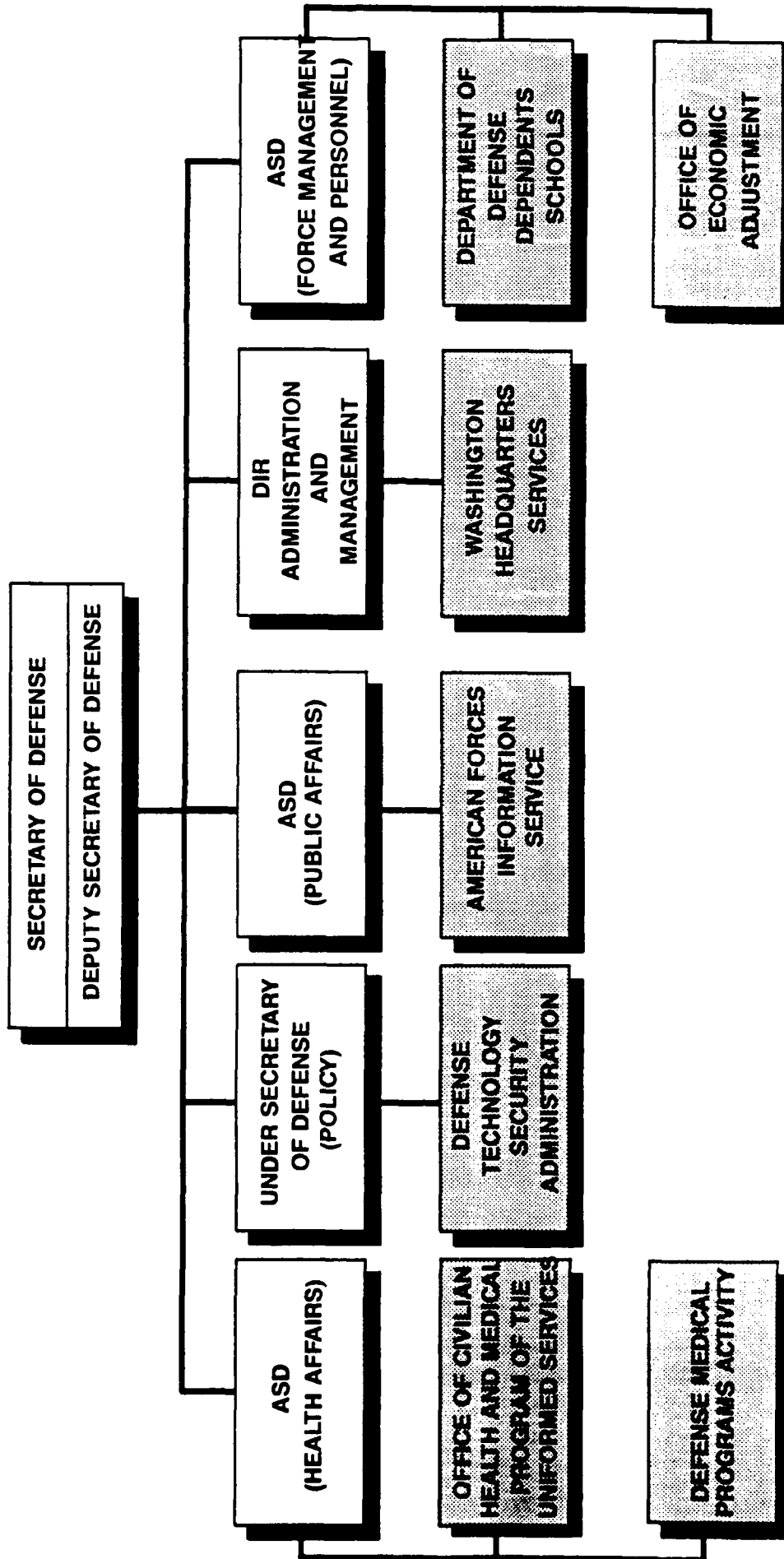
The *United States On-Site Inspection Agency (OSIA)*, under the authority, direction, and control of the Under Secretary of Defense (Acquisition), is responsible for managing and coordinating on-site inspections used to collect information for monitoring the *Intermediate-Range Nuclear Forces (INF) Treaty*; the *Threshold Test Ban Treaty (TTBT)*; the *Conventional Armed Forces in Europe (CFE) Treaty* when it enters into force; the *Vienna Document of 1990*; and, planning for the *Strategic Arms Reduction Treaty (START)*, *Peaceful Nuclear Explosion Treaty (PNET)*, and *Chemical Weapons (CW) agreements*. The Agency also serves as the Department of Defense's executive agent to the *United Nations' Special Commission on Iraq*, and to the State Department for *Operation Provide Hope*.

STRATEGIC DEFENSE INITIATIVE ORGANIZATION (SDIO)

(DoD Directive 5141.5)

The *Strategic Defense Initiative Organization (SDIO)* operates under the authority, direction, and control of the Secretary of Defense and is under the overall supervision of the Deputy Secretary of Defense. The mission of the SDIO is to provide options to the national senior leadership for the elimination of the threat posed by nuclear ballistic missiles, and to increase the contribution of defensive systems to U.S. and Allied security. Under its Director, the SDIO engages in research and development projects essential to the success of the Presidentially-mandated Strategic Defense Initiative program; arranges for, manages, and directs the performance of work connected with assigned research projects by the Military Departments, other government agencies, individuals, private business entities, and educational or research institutions, as appropriate; recommends to the Secretary of Defense the assignment of projects to Agencies; and keeps the Secretary, Deputy Secretary, and other top management officials informed of significant developments and technology advances within assigned projects.

DOD FIELD ACTIVITIES



DATE: JUNE 1992

ORGANIZATION AND FUNCTIONS - DOD FIELD ACTIVITIES

AMERICAN FORCES INFORMATION SERVICE (AFIS)

(DoD Directive 5122.10)

AFIS, under the authority, direction, and control of the Assistant Secretary of Defense (Public Affairs): (1) advises and acts for the ASD(PA) in managing DoD internal information programs; (2) develops policies, guidelines, and standards for the management of DoD visual information (VI) activities and programs; (3) develops policies, guidelines, and standards for the management of *Armed Forces Radio and Television Service (AFRTS)* outlets and activities; and (4) provides joint-interest print, radio, film, and television materials for use in the internal information programs of the Military Departments and other DoD organizations. The *Director, AFIS*, shall:

- Organize, direct, and manage *AFIS* and all assigned resources.
- Serve as Director of the *Armed Forces Radio and Television Service (AFRTS)*.
- Serve as Chairman of the *American Forces Information Council (AFIC)*.
- For print media internal information programs:
 - Develop and oversee the implementation of policies and procedures pertaining to the management, content, and publication of periodicals, pamphlets, *Armed Forces* newspapers, and civilian enterprise publications, including the provisions of DoD Directive 5120.43 and DoD Instruction 5120.4.
 - Serve as DoD point of contact in the United States for Unified Command newspaper editorial and business policy, business guidance and assistance, and other policy matters.
 - Serve as DoD point of contact with the *Congressional Joint Committee on Printing* and other Congressional entities for matters pertaining to DoD periodicals, *Armed Forces* newspapers, and civilian enterprise publications.
 - Develop, publish, or procure appropriate internal information materials of DoD-wide, joint-interest nature.
 - Exercise operational responsibility over *Current News Analysis and Research Service*, a news monitoring and research internal information management service for the Secretary of Defense and senior subordinate staff.
- For *AFRTS* activities and internal information programs:

-- Designate geographic areas of responsibility for the operation of Military Department AFRTS outlets and activities, and exercise program management control of AFRTS.

-- Develop and oversee the implementation of policies and procedures pertaining to the management and operation of radio and television outlets and activities, including the provisions of DoD Directive 5120.20 and DoD 5120.20-R.

-- Exercise fiscal and manpower resource control through the *Planning, Programming, and Budgeting System (PPBS)*. Provide guidance on, reviews, and approve or revise proposed resource programs, formulate budget estimates, recommend resource allocations, and monitor the implementation of approved programs.

-- In conjunction with the Chairman of the Joint Chiefs of Staff, coordinate contingency and wartime requirements with the Commanders in Chief of Unified and Specified Combatant Commands.

-- Administer centralized management information and resource management systems, in accordance with DoD Directives 7750.5 and 5000.11.

-- Establish guidelines for, and authorize the establishment of, new stations, the disestablishment of existing stations, and the configuration of broadcast networks.

-- Develop and maintain a program for the standardization of broadcast equipment. Establish broadcast equipment technical specifications and performance standards, and certify equipment for use.

-- Establish manning standards for outlets and overhead staffs, and qualification standards for broadcast and technical support personnel. Review and concur or nonconcur in the selection of network commanders.

-- Negotiate for, acquire, and provide commercial program materials, including a free flow of general and military news, sports, and current events programs. Under normal circumstances, this function shall be carried out by the *Commander, AFRTS Broadcast Center, Los Angeles, CA*, under the authority, direction, and control of the *Director, AFIS*.

-- Develop, produce, and/or procure spot announcements and public service announcements in support of DoD internal information programs.

- For Visual Information activities and programs:

-- Develop, promulgate, and monitor the implementation of policies, procedures, and programs, and establish management responsibilities for DoD VI activities and resources consistent with DoD Directive 5040.2.

-- Operate the *Federal Audiovisual Contract Management Office* as Executive Agent for the *Office of Federal Procurement Policy, Office of Management and Budget*.

-- Manage necessary information systems to support these requirements.

-- Develop common VI formats and standardization guidelines.

● Exercise management oversight of the *Joint Visual Information Services (JVIS)* consistent with DoD Directive 5040.3:

-- Review *JVIS* plans, programs, actions, and taskings to assure that *JVIS* programs and systems accommodate operational requirements.

-- Serve as program review authority for *JVIS*-related Program Objectives Memorandum and budget submissions.

-- Oversee contract quality control and assurance responsibility for Audio-Visual (AV) productions obtained under the *Federal AV Contract Management System*.

● Develop and provide DoD information training requirements, policy, and guidance, and provide training and management oversight and assistance on behalf of the ASD(PA) for the *Defense Information School (DINFOS)* established under DoD Directive 5160.48.

● Provide assistance to other joint-service VI training programs.

● Perform other related internal information functions that the ASD(PA) may assign.

DEPARTMENT OF DEFENSE DEPENDENTS SCHOOLS (DoDDS)

(DoD Directive 1342.6)

DoDDS, under the authority, direction, and control of the Assistant Secretary of Defense (Force Management and Personnel) (ASD(FM&P)), administers a quality educational system from pre-kindergarten through grade 12 for eligible minor dependents of military and civilian personnel of the Department of Defense stationed overseas. The *Director, DoDDS*, shall:

- **Develop policy and regulatory issuances, organize, fund, and administer the Dependents Schools program.**

- **Effect agreements with Military Departments and other Government entities, as required, for the effective operation of the Dependents Schools system.**

- **Analyze requirements, and support the development and justification of schools construction, modification, and/or repair projects included in annual military construction programs.**

- **Provide policy, advisory, and executive secretariat services to the *Defense Dependents Education Council* which consults on DoDDS policy with the ASD(FM&P) and to the *Advisory Council on Dependents' Education*, which advises the Director, DoDDS, on general operational policies.**

DEFENSE MEDICAL PROGRAMS ACTIVITY (DMPA)

(DoD Directive 5136.10)

The *Defense Medical Programs Activity (DMPA)* (Formerly named the *Defense Medical Support Activity*), a field activity of ASD(HA), is designed to help support the resources planning, information and facility planning, programming and review needs of the *Military Health Services System (MHSS)*. The *PDASD(HA)* serves as the Director of DMPA which is made up of the *Defense Medical Resources Office*, the *Defense Medical Systems Support Center*, the *Defense Medical Facilities Office*, the *Defense Health Systems Evaluation Office*, and the *Composite Health Care Systems Program Office*.

- The Director, DMPA, shall:

- Develop and maintain the Department of Defense (DoD) Unified Medical Program to provide resources for all medical activities.

- Develop, maintain, and provide guidance for an integrated system for planning, programming, and budgeting for medical facility construction projects (to include initial construction, replacement, modification, modernization, and supporting facilities) throughout DoD and for managing the allocation of the financial resources approved for such projects.

- Develop, maintain, and oversee the design, enhancement, operation, procurement, and management of information systems and related communications and automated systems in support of the activities of the MHSS.

- Manage the *Defense Enrollment Eligibility and Reporting System (DEERS)*, the *Tri-Service Medical Information System (TRIMIS)*, the *Reportable Disease Database (RDDDB)*, and other DoD-wide automated MHSS information systems.

- Provide other support for DoD military medical programs, as directed.

DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)

(DoD Directive 5105.51)

DTSA, under the authority, direction, and control of the Under Secretary of Defense (Policy), serves as the focal point within DoD for administering the DoD Technology Security Program. It is responsible for reviewing the international transfer of defense-related technology, goods, and services consistent with U.S. foreign policy and national security objectives. The Director, DTSA has primary responsibility within OUSD(P) to:

- **Formulate and recommend to USD(P), DoD and U.S. Government (USG) policy positions on East-West and Free World trade and technology transfer issues. Review and develop DoD positions on munitions and dual-use license applications for USD(P), including applications being considered by the Multilateral Coordinating Committee (COCOM).**
- **Assess end use and the potential military application of transferred technology which could impact U.S. national security, and conduct the annual assessment of technology transfer, as well as directing compliance with DoD Directive 2040.2, "International Transfer of Technology, Goods, Services, and Munitions." Formulate DoD positions on proposed foreign investments reviewed by the Committee on Foreign Investment in the U.S. (CFIUS).**
- **Support USG intelligence and enforcement activities to restrain the flow of defense-related goods and technology to potential adversaries.**

**OFFICE OF CIVILIAN HEALTH AND MEDICAL PROGRAM
OF THE UNIFORMED SERVICES (OCHAMPUS)**

(DoD Directive 5105.46)

OCHAMPUS, under the authority, direction, and control of the Assistant Secretary of Defense (Health Affairs), administers civilian health and medical programs for retirees, and for spouses and children of active duty, retired, and deceased members of the *Uniformed Services*. The *Uniformed Services* include the *Military Departments of the Department of Defense*, the *U.S. Coast Guard*, the *National Oceanographic and Atmospheric Administration (NOAA)* and the *Public Health Service (PHS) Commissioned Corps*. The Director, *OCHAMPUS* shall:

- Organize and manage *OCHAMPUS* resources and develop policy and regulation issuances required for effective administration of civilian health benefits to eligible members of the *Uniformed Services* and their dependents.
- Ensure the administration of *OCHAMPUS* programs contributes to the DoD medical readiness posture.
- Effect agreements with Military Departments and other Government entities, as required, for effective administration of *OCHAMPUS* programs.
- Execute, administer, and monitor contracts for the delivery and financing of civilian health benefits, and to provide utilization control, peer review, and quality assurance of health care received by eligible beneficiaries.
- Conduct studies, demonstrations, and research activities, including contract studies, in the health care area with a view to improving the quality, efficiency, convenience, and cost-effectiveness of *OCHAMPUS* programs and the DoD health care delivery system.
- Convey *OCHAMPUS* information to health care providers, users, and others needing such information.

OFFICE OF ECONOMIC ADJUSTMENT (OEA)

(DoD Directive 3030.1)

OEA, under the authority, direction, and control of the Assistant Secretary of Defense (Force Management and Personnel) (ASD(FM&P)), serves as the principal staff advisor to the ASD(FM&P) on economic adjustment, joint land use studies, and intergovernmental coordination program matters. The Director, OEA shall:

- **Recommend policy, develop procedural issuances, and budget and manage resources for the implementation and operation of Defense Economic Adjustment and Joint Land Use Studies Programs; and appraise and improve program performance.**

- **Monitor changes in DoD programs and activities; assist, as required, in the assessment of possible impacts; and develop and recommend strategies and action plans to lessen serious local impacts.**

- **Provide information and advice on Defense Economic Adjustment and Joint Land Use Studies Programs and the resources available to meet community economic adjustment needs.**

- **Plan, direct, coordinate, and manage DoD economic adjustment programs for communities, areas, and States adversely affected by DoD realignment actions.**

- **Assist local communities, areas, or States with special impact assistance in expanding public service facilities to meet requirements generated by major expansions or the establishment of new DoD installations.**

- **Direct and manage programs to provide grants for economic adjustment, special impact assistance, and joint land use studies to eligible communities consistent with DoD Instruction 3030.2.**

- **Provide technical advice and assistance to DoD-dependent communities in efforts to diversify their economic bases.**

- **Provide DoD interface for intergovernmental review and coordination of federal development programs and activities to State and local governments consistent with E.O. 12372 and DoD Directive 4165.61.**

- **Support the Secretary of Defense as the Chair and the ASD(FM&P) as permanent Vice Chair of the *Economic Adjustment Committee (EAC)*, and serve as permanent staff for the Defense economic adjustment activities of the EAC.**

- **Serve as the *Executive Director of the Economic Adjustment Committee*.**

WASHINGTON HEADQUARTERS SERVICES (WHS)

(DoD Directive 5110.4)

WHS provides administrative and operational support to specified Department of Defense activities in the *National Capital Region (NCR)*. The *Director, Administration and Management* has collateral responsibility as *Director, WHS*, and plans, manages and administers the following:

- **Administrative support (including budgeting and accounting, civilian and military personnel management, office services, personnel and information security, correspondence, cables, Directives, and records management, travel, reports and forms programs, and other miscellaneous administrative support, as required) to the Office of the Secretary of Defense, DoD Field Activities, and other specified Defense activities.**
- **Information and data systems in support of the OSD decision and policy-making processes, including management information collection and reports preparation in areas including, but not limited to, procurement, logistics, manpower, and economics.**
- **Information technology support program for the OSD and other assigned DoD activities, including developing information management strategies and programs; assisting organizational components in developing program proposals, plans, and budgets for automated information systems (AIS) and in acquiring AIS equipment; and providing or arranging for AIS technical assistance and maintenance support.**
- **DoD occupied GSA controlled administrative space in the NCR and DoD common support facilities, including office space, concessions, layout design, law enforcement and physical security, and other related building administration functions.**
- **Staff activities in support of the responsibilities of the Secretary of Defense for the *Federal Voting Assistance Program*.**