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Department of Defense



**OFFICE
OF THE
SECRETARY OF DEFENSE
DEFENSE AGENCIES
DOD FIELD ACTIVITIES**

**ORGANIZATION AND FUNCTIONS
GUIDEBOOK**

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FEBRUARY 1990

PREPARED BY:
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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 provides more detailed information on the authorities and responsibilities of the organization.

General information on the Military Departments, Joint Chiefs of Staff and Joint Staff, Armed Forces Policy Council, Unified and Specified Commands, Inspector General of the DoD, and the Uniformed Services University of the Health Sciences 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 direction, authority, and control over the Department which includes the Office of the Secretary of Defense, the Joint Chiefs of Staff and Joint Staff, three Military Departments, ten Unified and Specified Commands, the DoD Inspector General, thirteen 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, Assistants to the Secretary of Defense, 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 direction, authority, 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 Commands. (See Chart on page 5.)

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

The Inspector General of the Department of Defense (DoD Directive 5106.1), 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

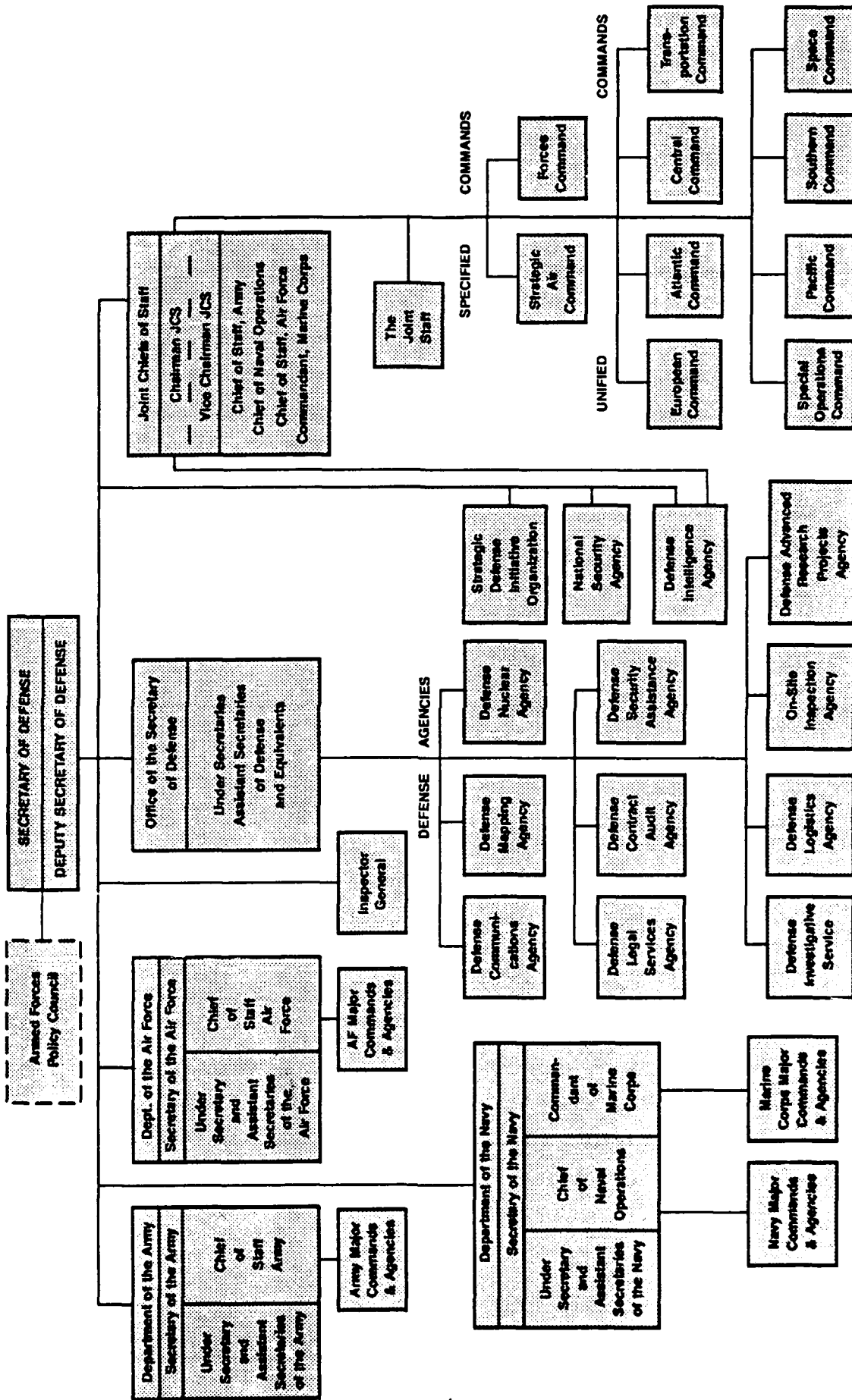
economy, efficiency, and effectiveness in the administration of, and to prevent and detect fraud and abuse in, such programs and operations. The Inspector General is also responsible for keeping the Secretary of Defense and the Congress fully and currently informed about problems and deficiencies relating 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 (see page 39 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 46 of this Guidebook for further information).

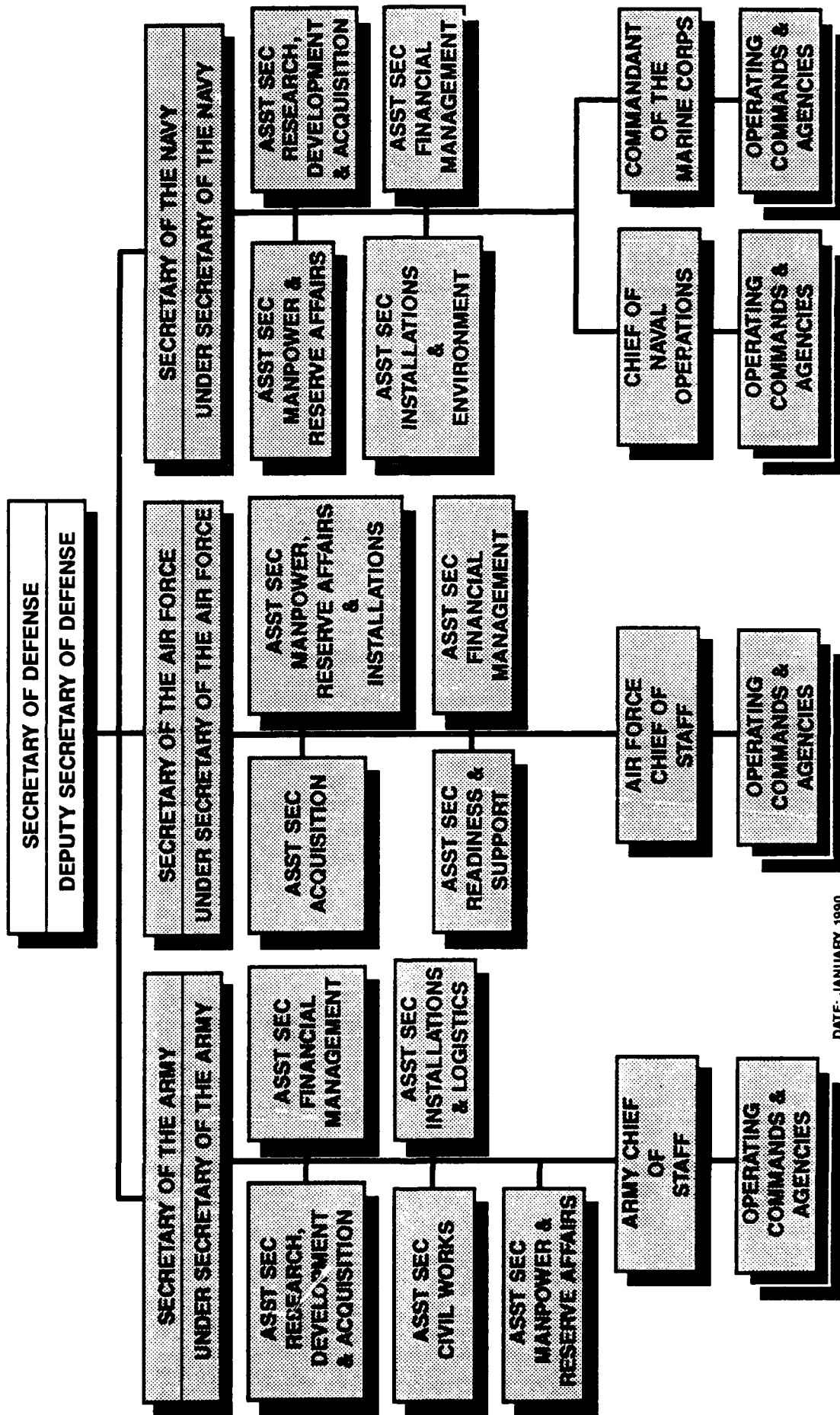
The *Uniformed Services University of the Health Sciences (USUHS)* (DoD Directive 5105.45), under the policy guidance of the Secretary of Defense and operational direction of a Board of Regents, is a fully accredited four year School of Medicine, the primary mission of which is to select, educate, and train qualified applicants to become military physicians. The curriculum is expanded from that of the civilian schools to include subjects of specific military importance, such as command and control, tropical medicine, environmental extremes, occupational hazards, nonconventional weapons and wartime surgery, and public health. The School of Medicine includes a Graduate Education Program leading to the Ph.D. degree in the basic medical sciences; anatomy, biochemistry, medical psychology, microbiology, pathobiology, pharmacology, physiology, preventive medicine (medical parasitology, vector biology), the Master of Public Health, the Master of Tropical Medicine and Hygiene, and a residency program in Occupational and Environmental Medicine. The School of Medicine also has an extensive continuing health education program in support of the military services, especially overseas. In addition to the F. Edward Hebert School of Medicine, USUHS also includes the Military Medicine Education Institute (MMEI). The MMEI is responsible for providing medical readiness training programs; the Combat Casualty Care Course (C-4), the Combat Casualty Management Course (C4a), Physician Wartime Skill Enhancement Training (C4b), exportable training to the Reserve Components and sustainment training to the Special Forces Medical Sergeants, active duty and Reserve Component.

DEPARTMENT OF DEFENSE



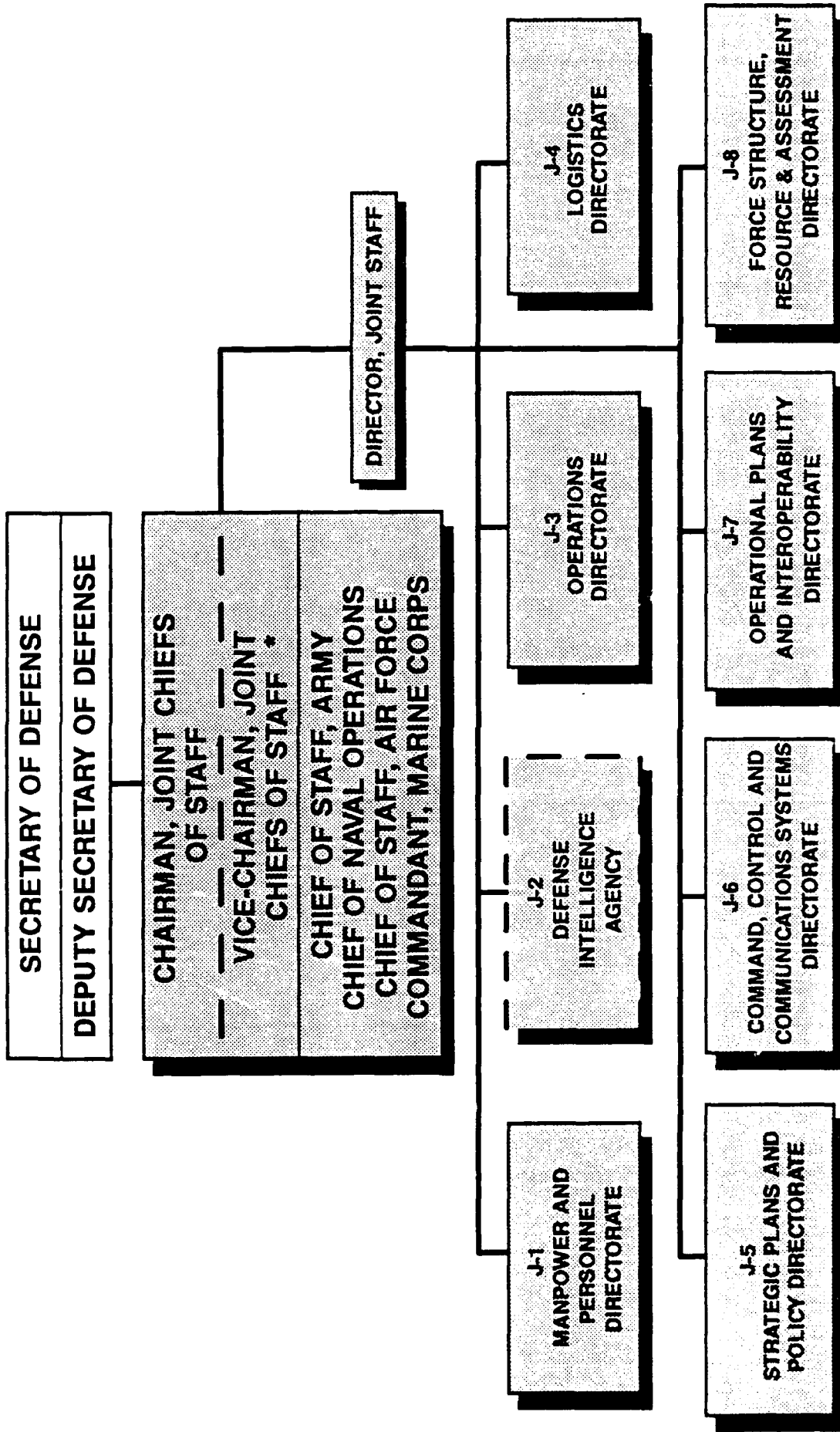
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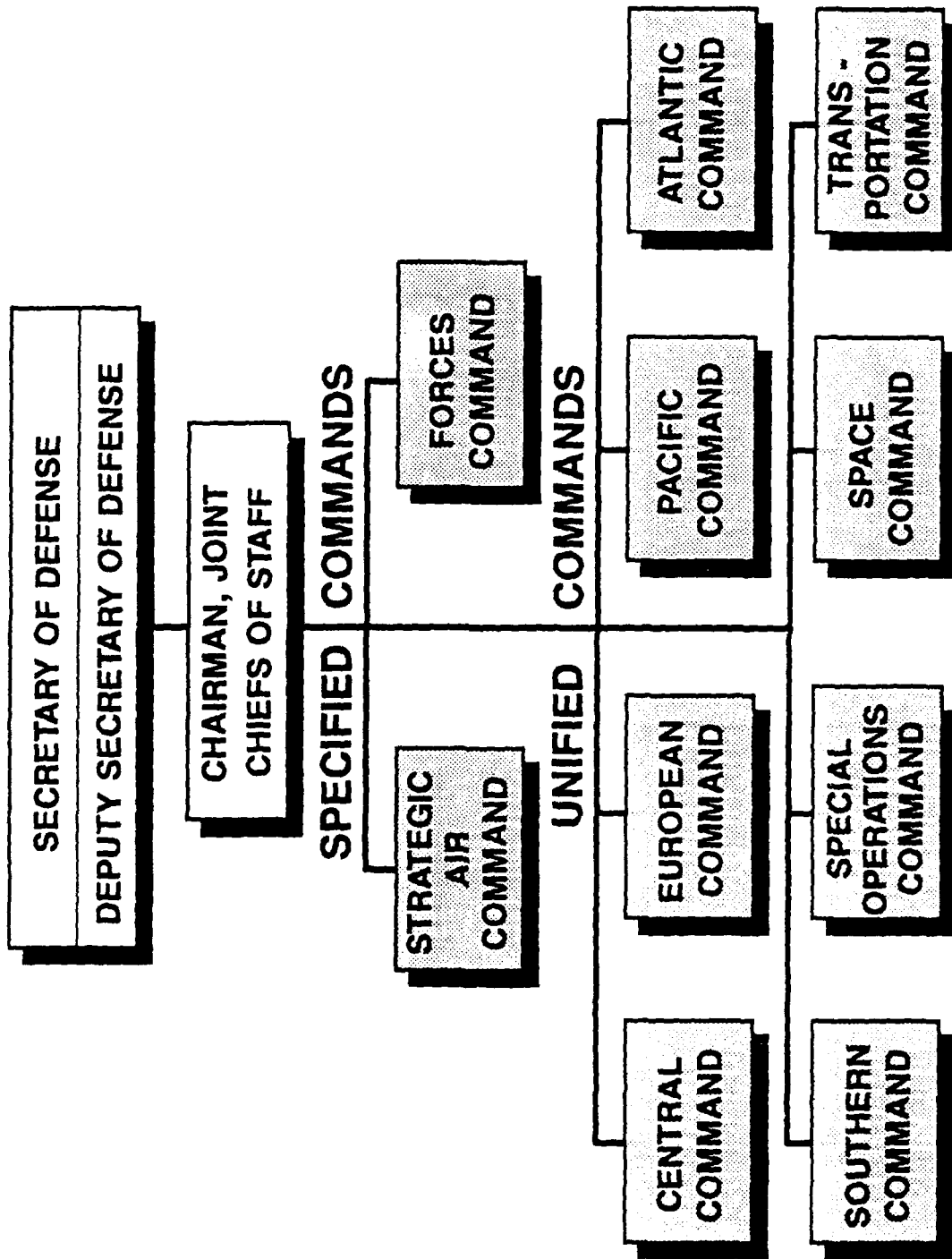
JOINT CHIEFS OF STAFF AND JOINT STAFF



*JCS MEMBER IN ABSENCE OF CHAIRMAN

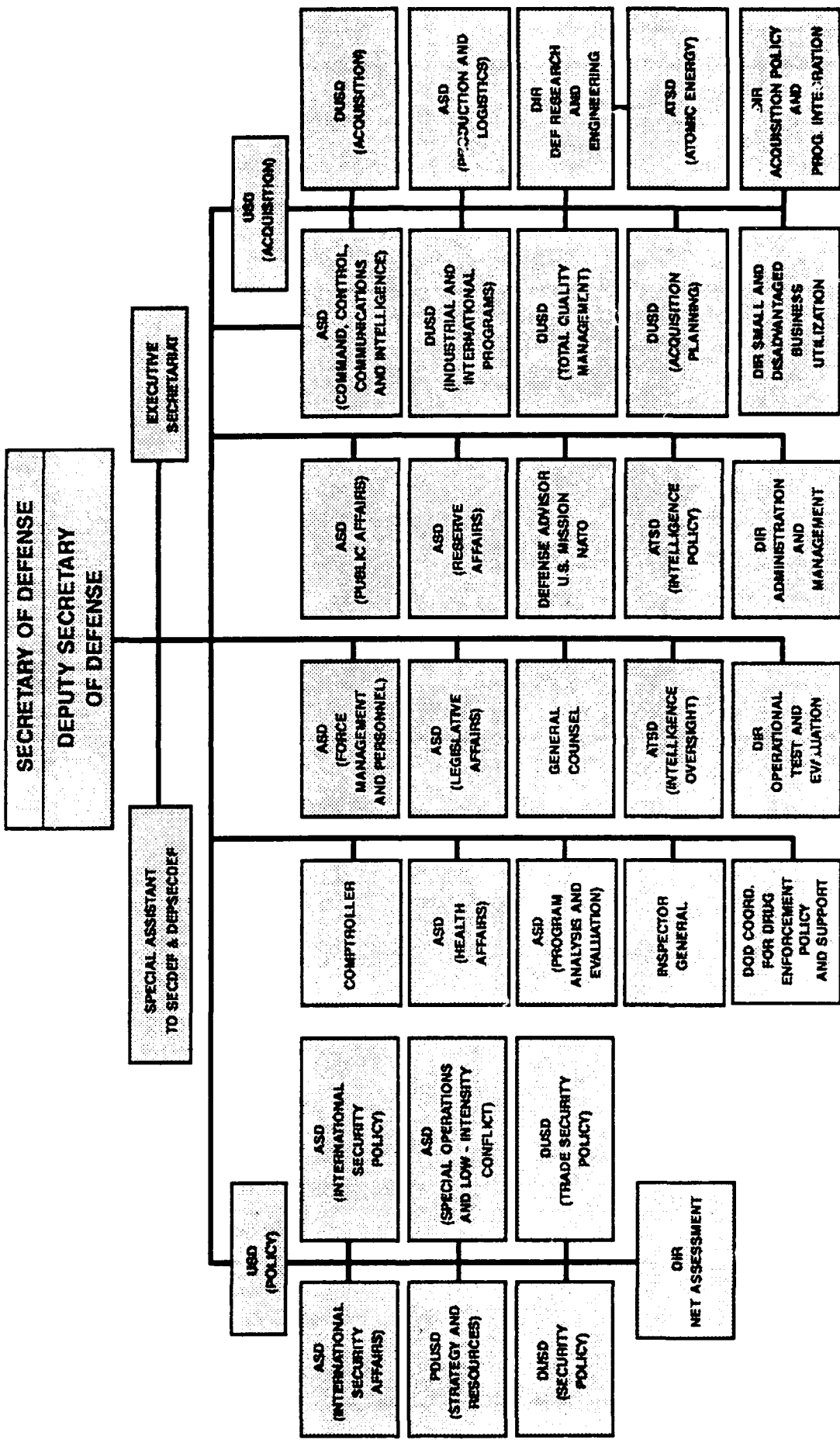
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OFFICE OF THE SECRETARY OF DEFENSE



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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 direction, authority, 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 direction, authority, 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: Manages and controls all action and information documents for the Secretary and Deputy Secretary; performs liaison with the White House Military Office, including Presidential support activities; processes requests for DoD support from other Departments/ Agencies; coordinates the assignment of Executive Agents; coordinates assignment of DoD personnel to non-DoD agencies; validates military airlift transportation requests for OSD and non-DoD agencies; coordinates and edits the Secretary of Defense's Annual Report to the Congress and the annual production of Soviet Military Power; performs any special project 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; command, control, communications, and intelligence activities related to acquisition; 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 personnel:

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

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

- **The *Assistant Secretary of Defense (Command, Control, Communications, and Intelligence)* on acquisition-related activities (DoDD 5137.1)**

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

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

- **The *Deputy Under Secretary of Defense (Total Quality Management)***

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

- **The *Director for Acquisition Policy and Program Integration***

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

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

- *Defense Advanced Research Projects Agency (DoDD 5105.41)*
- *Defense Communications Agency (DoDD 5105.19)*
- *Defense Mapping Agency (DoDD 5105.40)*
- *Defense Logistics Agency (DoDD 5105.22)*
- *Defense Nuclear Agency (DoDD 5105.31)*
- *On-Site Inspection Agency (DoDD TS-5134.2)*
- *Defense Systems Management College (DoDD 5160.55)*

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 policies and coordinate implementation of arms control negotiations, including DoD positions on arms reductions and other defense-related international negotiations.

- Develop policies and oversee their implementation with respect to the counterintelligence and security activities of the DoD; provide program management to the *Foreign Counterintelligence Program* and to the *Security and Investigative Activities Program*; and carry out the responsibilities of the Secretary for the administration of *National Disclosure Policy*, and his responsibilities as the *U.S. Security Authority for the North Atlantic Treaty Organization (NATO)*.

- Develop policies 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 concerning 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 NATO, East-West economic policy, including East-West trade, and technology transfer.

- Develop policies, plans, and procedures for the discharge of DoD functions for emergency planning and preparedness, crisis management, defense mobilization and expansion in emergency situations, military support of civil authorities, and continuity of operations and continuity of government; provide support, as required, to the DoD and other U.S.

Government or State agencies on these as well as civil defense and related matters.

- Develop policies, coordinate DoD participation, exercise OSD management oversight, and provide appropriate OSD approval processes for DoD involvement in national security special activities, 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 policies and coordinate plans and programs undertaken in cooperation with foreign governments and military establishments, and represent the DoD, as directed, in the conduct of defense relationships.

- Provide policy direction for defense security assistance matters; monitor *Military Assistance Advisory Groups* and other missions pertaining to security assistance; and negotiate and monitor security assistance agreements with foreign governments.

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

- Develop DoD space policy priorities, 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.

- 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.

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

- *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 direction, authority, and control over the:

- *Defense Investigative Service (DoDD 5105.42)*

- *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)

At the direction of the Secretary of Defense and the Under Secretary of Defense (Acquisition), the *ASD(C3I)* is responsible for the following functions:

- Developing policies and issuing guidance to DoD Components on C3I.
- Reviewing, validating and recommending requirements and priorities which ensure that DoD user requirements are considered in the development of C3I plans and programs.
- Recommending programs to the Secretary of Defense for all DoD command, control, communications, and intelligence resources, including research, development, acquisition and deployment of specific systems.
- Reviewing and advising the Secretary of Defense on National Programs which support DoD and/or for which the Secretary of Defense has execution authority; monitoring and evaluating the responsiveness of such programs to DoD requirements, including readiness to support military operations.
- Overseeing command, control, communications, and intelligence training and career development programs to ensure that trained manpower, at the quality and resource levels required, is available to support DoD missions, including the manning of deployed and projected systems.
- Participating in planning, programming, and budgeting activities related to ASD(C3I) responsibilities.
- Reviewing proposed resource programs, formulating budget estimates, recommending resource allocations, and monitoring the implementation of approved programs (in conjunction with the Comptroller of the DoD).
- Promoting coordination, cooperation, mutual understanding and cross-Service management of joint programs within DoD and between DoD and other Federal Agencies and the civilian community.
- Providing DoD representation on all intergovernmental organizations concerned with command, control, communications, and intelligence matters. Providing, as appropriate, DoD representation in these functional areas to foreign governments and international organizations to which the United States is a party.
- Recommending, advising, and providing assistance to other staff assistants to the Secretary of Defense on C3I matters relevant to the execution of their assigned responsibilities, including the execution of DoD-

wide programs to improve standards of performance, economy and efficiency.

In addition, the *ASD(C3I)* exercises staff supervision over the following:

- *Defense Intelligence Agency (DoDD 5105.21)*
- *National Security Agency/Central Security Service (DoDD 5100.23)*
- *Defense Support Project Office*

**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 responsible for the following functions:

- 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, training, and safety 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, commissaries, 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.
 - Accident prevention, occupational health, and safety.
 - Dependents education.

- Family support policy and programs.
- Defense Explosive Safety Program.
- 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 direction, authority and control over the following:

- *Office of Economic Adjustment (DoDD 3030.1)*
- *Activities of the President's Economic Adjustment Committee*
- *Defense Manpower Data Center*
- *Defense Training and Performance Data Center*
- *Defense Productivity Program Office*
- *Defense Equal Opportunity Management Institute*
- *Defense Advisory Committee on Women in the Services and Military Women Matters*
- *Defense Equal Opportunity Council*
- *Joint Recruiting Advertising Program*
- *U.S. Military Entrance Processing Command*
- *Per Diem, Transportation and Allowance Committee*
- *Department of Defense Dependents Schools (DoDD 1342.6)*
- *Section 6 Schools*
- *DoD Explosives Safety Board*
- *Office of Family Policy and Support*
- *Armed Forces Chaplains Board*

- *Armed Forces Tax Council*
- *DoD Corrections Council*
- *Defense Advisory Committee on Military Personnel Testing*
- *Joint Service Manpower and Training Research and Development Committee*
- *Department of Defense Office of the Actuary*
- *DoD Nonappropriated Fund Personnel Policy Office*
- *DoD Wage Fixing Authority*
- *DoD Data Support Center and Priority Placement Program Zone Coordinators*
- *DoD Centralized Referral Activity*
- *Defense Activity for Non-Traditional Education Support*

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 for all DoD health matters, including:

- Medical readiness.
- Disease prevention and health promotion.
- Quality assurance.
- Drug and alcohol abuse and prevention.
- Health care delivery and health benefit programs.
- Physical standards for accession.
- Physical standards for separation due to medical disability.
- Cost containment.
- Requirements and standards for medical facilities and materiel acquisition programs.
- Medical and dental personnel.
- Medical information systems.
- DoD *HIV Program and Research on Acquired Immune Deficiency Syndrome (AIDS)*.

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

- The *Office of Civilian Health and Medical Program of the Uniformed Services (OCHAMPUS) (DoDD 5105.46)*.
- The *Defense Medical Support Activity (DMSA) (DoDD 5136.10)* which is made up of the *Defense Medical Facilities Office (DMFO)*, and the *Defense Medical Systems Support Center (DMSSC)* which includes the *Tri-Service Medical Information System (TRIMIS)* and *Defense Enrollment Eligibility Reporting System (DEERS)*.

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

(DoD Directive 5142.1)

Under the direction of the Secretary of Defense, the *ASD(LA)* is responsible for the following functions:

- 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 responsible for performing analyses, identifying issues, and evaluating alternative programs for the following functions:

- 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 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 functions:

- 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, JCS and Joint 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, JCS and Joint 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 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.

- 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.

- 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, JCS and Joint 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, i.e., the Joint Chiefs of Staff and Joint Staff, the Unified/Specified Commands, the Military Departments, and the Defense Agencies. 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.

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

(DoD Directive 5125.1)

Under the direction of the Secretary of Defense, the *ASD(RA)* is responsible for exercising overall supervision of Reserve Component matters in the Department of Defense:

- Develops 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 direction, authority, 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

(DoD Directive 5118.3)

Under the direction of the Secretary of Defense, the *Comptroller of the DoD* is responsible for the following functions:

- Planning, Programming, and Budgeting System (PPBS), including program coordination and control.
- DoD budget formulation and execution, resources allocation, and oversight of utilization.
- Provide budget justification to the Congress.
- Maintain liaison between the Department and the Appropriation Committees of the Congress, and focal point for fiscal matters with the Armed Services and Budget Committees.
- Focal point for joint OSD and OMB review of the budget.
- Initiatives to strengthen Department-wide management and accounting of resources, and to improve management information provided to senior officials.
- Financial policy including accounting policy and pricing policy. This involves the provision of goods and services by DoD Components, including sales to Foreign Governments.
- Leadership of Defense-wide accounting systems improvement efforts and oversight of the implementation of these improvements.
- International Financial matters, including the adequacy of International Financial Agreements.
- Develop the Department's management agenda and identify high priority issues to be resolved and proper mechanisms for their resolution.
- Develop and oversee implementation of total cost per output standards for the Department to be used for budget, management, and productivity improvement purposes.
- Internal management control program to control waste, fraud, and mismanagement.
- The development of policy and procedures for relationships with financial institutions on DoD installations; disbursing operations; prompt payment; cash and debt management; and the acquisition, use and disposition of US and foreign currencies.
- Review and approve/disapprove all major automated information systems (AIS) program plans.

- **Develop and enforce AIS life-cycle management policies, Information Processing Standards, and AIS training, education, and technical assistance programs.**
- **Assist OSD elements with AIS program proposals, planning and acquisition; and provide OSD elements with AIS technical assistance and support.**
- **Serves as the Senior Information Resources Management (IRM) official for the DoD.**
- **Special studies and analyses related to Comptroller responsibilities.**
- **Develop DoD policy on *Government Accounting Office (GAO)* access to DoD planning, financial, and operational records, correspondence or reports.**
- **Exercises direction, authority, and control over the *Defense Contract Audit Agency (DoDD 5105.36)*.**
- **Chairman of the *Major Automated Information Systems Review Committee*.**
- **Member of the *Defense Planning Resources Board*, member of the *Cost Analysis Improvement Group*, and member of the *Defense Acquisition Board*.**
- **Member of the *Contract Finance Committee*, the *Commercial Cost Principles Committee*, the *Pricing Committee*, and the *Cost Accounting Standards Policy Group*.**
- **Member of, or consultant to, various standing and ad hoc *Federal Acquisition Regulation (FAR)* and *DoD/FAR Supplement (DFARS)* Committees concerned with contract pricing or costing issues.**

GENERAL COUNSEL OF THE DOD

(DoD Directive 5145.1)

Under the direction of the Secretary of Defense, the *General Counsel* serves as chief legal officer of the Department of Defense. Responsibilities include:

- 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 components.
- 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 provisions of Title 10, U.S.C. Section 138, and 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. In this capacity, the *DOT&E* is responsible for the following functions:

- 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)* shall perform the following functions:

- 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.

**ASSISTANT TO THE SECRETARY OF DEFENSE
(INTELLIGENCE POLICY) (ATSD(IP))**

(DoD Directive 5148.12)

Under the direction of the Secretary of Defense, the *ATSD(IP)*, as advisor on intelligence matters, to include all aspects of foreign intelligence, tactical intelligence and related activities, counterintelligence, security, investigative activities, and covert action related activities, shall:

- **Provide advice, make recommendations, and monitor the implementation of DoD intelligence policies and programs.**

- **Review all intelligence programs and resource management activities, including resource allocation, and recommend changes to the Secretary of Defense and OSD officials responsible for staff supervision of these activities.**

- **Review requirements and priorities to determine if DoD user requirements are fully considered in the development of intelligence plans and programs.**

- **Conduct a continuing assessment of the effectiveness of DoD intelligence activities, including the production of finished intelligence.**

- **Perform such other advisory or representational duties as the Secretary of Defense shall specifically assign.**

**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, 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)

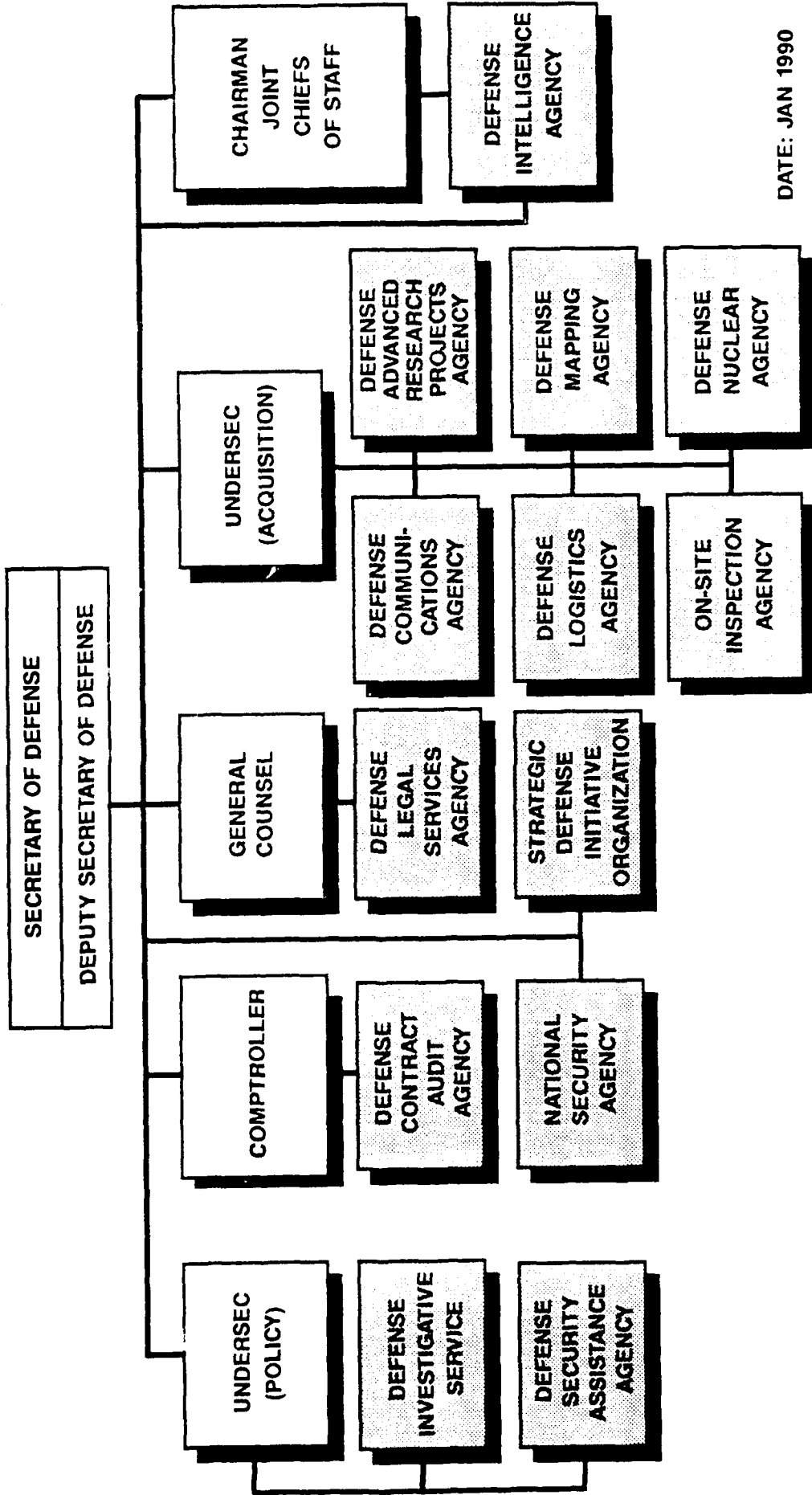
(DoD Directive 5105.53)

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 functions:

- 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 JCS and Joint 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



DATE: JAN 1990

ORGANIZATION AND FUNCTIONS -- DEFENSE AGENCIES

DEFENSE ADVANCED RESEARCH PROJECTS AGENCY (DARPA)

(DoD Directive 5105.41)

The *Defense Advanced Research Projects Agency (DARPA)* is a separately organized agency within the Department of Defense under a Director, appointed by the Secretary of Defense. The Agency engages in advanced basic and applied research and development projects essential to the Department of Defense, and conducts prototype projects that embody technology that may be incorporated into joint programs, programs in support of deployed U.S. forces, or selected Military Department programs and, on request, assists the Military Departments in their prototype efforts. In this regard, arranges for, manages and directs the performance of work connected with assigned advanced projects by the Military Departments, other government agencies, individuals, private business entities, and educational or research institutions, as appropriate; recommends through the Under Secretary of Defense for Acquisition to the Secretary of Defense assignment of advanced projects to the Agency; keeps the USD(A), the Joint Chiefs of Staff and Joint Staff, the Military Departments, and other DoD agencies informed on significant new developments and technological advances within assigned projects; and performs other such functions as the Secretary of Defense or USD(A) may assign.

DEFENSE COMMUNICATIONS AGENCY (DCA)

(DoD Directive 5105.19)

The *Defense Communications Agency (DCA)* is a Combat Support Agency of the Department of Defense (DoD) under the direction, authority, and control of the Under Secretary of Defense for Acquisition (USD(A)). Guidance with regard to military and communications doctrine, operational policies, requirements and procedures is furnished to the Director, DCA by the Chairman, Joint Chiefs of Staff (CJCS). DCA 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 Joint Chiefs of Staff (JCS) and Joint Staff, the Unified and Specified 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 DCA mission. It provides telecommunications integration support to OSD and U.S. Law Enforcement Agencies (LEAs) in support of counter-drug missions pursuant to the President's National Drug Control Strategy. 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 CONTRACT AUDIT AGENCY (DCAA)

(DoD Directive 5105.36)

The *Defense Contract Audit Agency (DCAA)*, under the direction, authority, and control of the Comptroller, DoD, 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. They include evaluating the acceptability of costs claimed or proposed by contractors and reviewing the efficiency and economy of contractor operations. DCAA also provides contract audit services to other Government agencies, as appropriate; its operations are conducted on a worldwide basis.

DEFENSE INTELLIGENCE AGENCY (DIA)

(DoD Directive 5105.21)

The *Defense Intelligence Agency (DIA)*, operating under the direction, authority, and control of the Secretary of Defense, is responsible for satisfying the foreign intelligence requirements of the Secretary of Defense, the Joint Chiefs of Staff, DoD Components, and other authorized recipients. The Director, DIA, is the principal advisor to the Secretary of Defense on intelligence matters and operates with staff supervision exercised by the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence. In addition to providing intelligence and intelligence staff support to the Joint Chiefs of Staff, DIA ensures that adequate, timely, and reliable intelligence is available to the Unified and Specified Commands. The Director, DIA also is the program manager for the *General Defense Intelligence Program (GDIP)*, and serves as the manager for all *DoD Human Intelligence (HUMINT)* activities. The Director, DIA, establishes, organizes, operates and controls intelligence resources for all organizations and activities assigned to DIA; assigns tasks and issues instructions and guidance to DoD Components having collateral or related functions in the field of his assigned responsibilities; and, secures such support and assistance as may be necessary from the Military Departments and other DoD Components to carry out the DIA mission.

DEFENSE INVESTIGATIVE SERVICE (DIS)

(DoD Directive 5105.42)

The *Defense Investigative Service (DIS)*, under the direction, authority, and control of the Under Secretary of Defense (Policy), 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 direction, authority, 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)*, as a Combat Support Agency under the direction, authority, and control of the Under Secretary of Defense (Acquisition), provides worldwide logistics support for the missions of the Military Departments and the Unified and Specified 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)* reports to the Under Secretary of Defense (Acquisition). DMA's mission is to enhance national security and support the OSD, the Joint Chiefs of Staff and Joint Staff, Unified and Specified Commands, Military Departments, and other users, by producing and distributing timely and tailored mapping, charting and geodetic products, services and training, and advising on such matters. To provide nautical charts and marine navigational data to worldwide merchant marine and private vessel operators. To maintain liaison with civil agencies and other national and international scientific and other mapping, charting and geodetic activities. The Director, DMA, is responsible to the Chairman of the Joint Chiefs of Staff for operational matters within the JCS cognizance.

DEFENSE NUCLEAR AGENCY (DNA)

(DoD Directive 5105.31)

The *Defense Nuclear Agency (DNA)* conducts research and development activities under the direction of the Under Secretary of Defense for Acquisition, and reports to the Chairman, Joint Chiefs of Staff for operational matters. DNA is responsible for DoD interests on matters concerning the survivability, effectiveness, and use of nuclear weapons, and nuclear weapons effects on weapons systems and forces. DNA directs all DoD arms control verification and compliance research, development, testing, and evaluation. DNA analyzes weapons planning allocation and other use options. More specifically, DNA conducts the DoD nuclear weapons effects research and test programs, conducts efforts to determine the vulnerability of military systems and installations, conducts research to improve the security and survivability of nuclear weapons systems and the ability of man to withstand the effects of nuclear radiation. DNA maintains the national nuclear weapon stockpile data bases and the associated reporting system for all nuclear weapons in DoD custody. It develops policies and procedures to respond to any nuclear weapon accident. DNA manages other related efforts in support of DoD initiatives for nuclear weapons effects research and development and nuclear weapons operational requirements.

DEFENSE SECURITY ASSISTANCE AGENCY (DSAA)

(DoD Directive 5105.38)

The *Defense Security Assistance Agency (DSAA)*, under the direction, authority, 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. As an essential staff element of the OSD policy cluster, DSAA must be in a position to keep all concerned elements of DoD and the security assistance community informed about the status of ongoing security assistance actions and to raise issues through appropriate channels when decisions of higher authority are required. The DSAA mission is to 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 S-5100.20)

The *National Security Agency/Central Security Service (NSA/CSS)*, under the direction, authority, and control of the Secretary of Defense, 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, and 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)

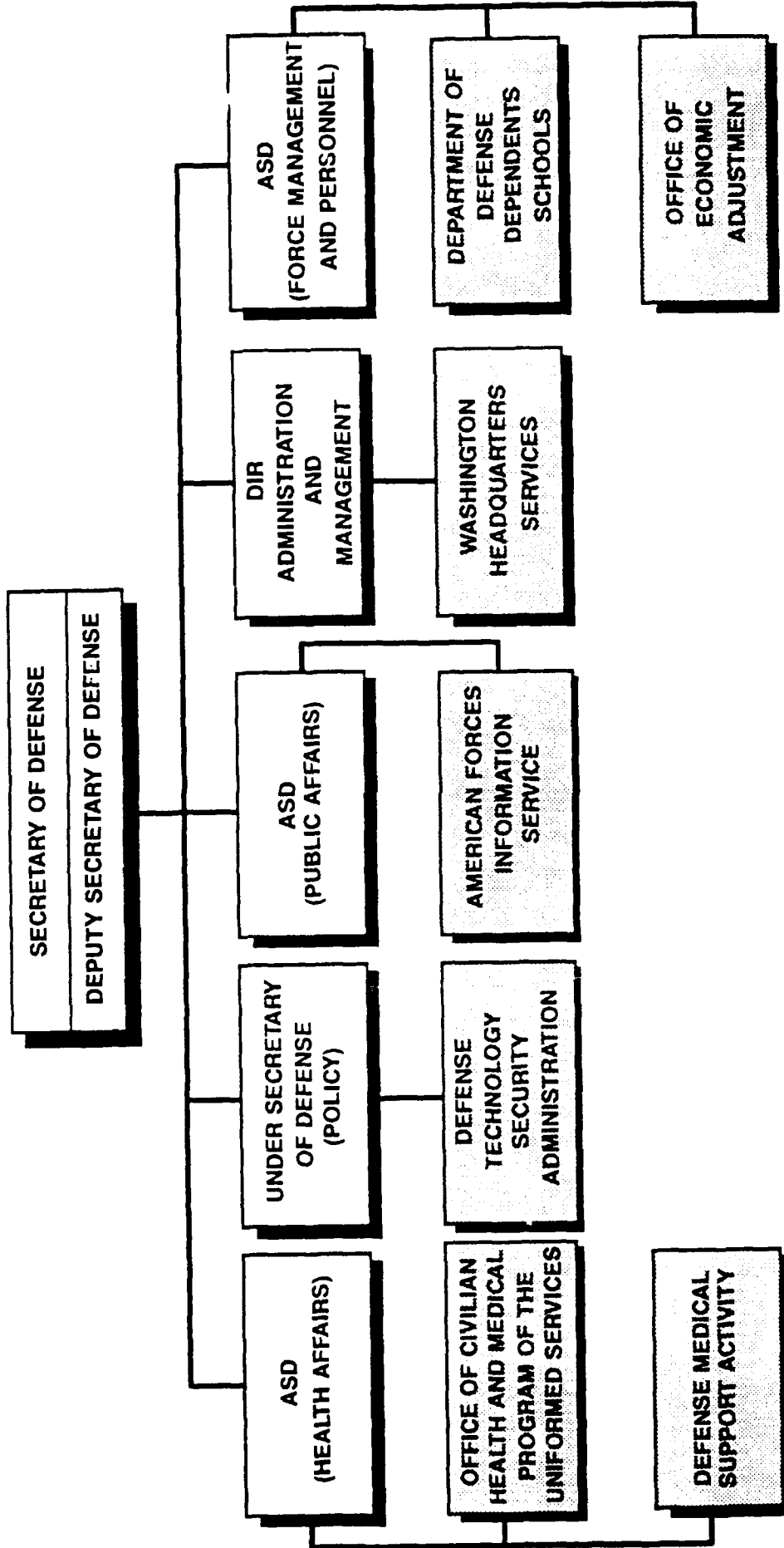
The *United States On-Site Inspection Agency (OSIA)*, operates as a separate agency of the Department of Defense, reporting to the Under Secretary of Defense (Acquisition). The mission of the OSIA is to manage and coordinate on-site inspections used to collect information for monitoring the *Intermediate-Range Nuclear Forces (INF) Treaty*. This includes the conduct of on-site inspections by the U.S. Government abroad and the conduct and coordination of U.S. activities associated with on-site inspections by the Soviet Union on U.S. Territory or at U.S.-controlled facilities in INF basing countries.

STRATEGIC DEFENSE INITIATIVE ORGANIZATION (SDIO)

(DoD Directive 5141.5)

The *Strategic Defense Initiative Organization (SDIO)* operates under the direction, authority, and control of the Secretary of Defense and is under the overall supervision of the Deputy Secretary of Defense. The goal 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: AUGUST 1986

ORGANIZATION AND FUNCTIONS - DOD FIELD ACTIVITIES

AMERICAN FORCES INFORMATION SERVICE (AFIS)

(DoD Directive 5122.10)

AFIS, under the policy guidance 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*, plans and manages functions as indicated below:

- Organizes, directs, and manages *AFIS* and all assigned resources.
- Serves as Director of the *Armed Forces Radio and Television Service (AFRTS)*.
- Serves as Chairman of the *American Forces Information Council (AFIC)*.
- For print media internal information programs:
 - Develops and oversees 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.
 - Serves 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.
 - Serves 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.
 - Develops, publishes, or procures appropriate internal information materials of DoD-wide, joint-interest nature.
 - Exercises 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:

- Designates geographic areas of responsibility for the operation of Military Department *AFRTS* outlets and activities, and exercises program management control of *AFRTS*.

- Develops and oversees 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.

- Exercises fiscal and manpower resource control through the *Planning, Programming, and Budgeting System (PPBS)*. Provides guidance on, reviews, and approves or revises proposed resource programs, formulates budget estimates, recommends resource allocations, and monitors the implementation of approved programs.

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

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

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

- Develops and maintains a program for the standardization of broadcast equipment. Establishes broadcast equipment technical specifications and performance standards, and certifies equipment for use.

- Establishes manning standards for outlets and overhead staffs, and qualification standards for broadcast and technical support personnel. Reviews and concurs or nonconcurr in the selection of network commanders.

- Negotiates for, acquires, and provides 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*.

- Develops, produces, and/or procures spot announcements and public service announcements in support of DoD internal information programs.

- For Visual Information activities and programs:

- Develops, promulgates, and monitors the implementation of policies, procedures, and programs, and establishes management responsibilities for DoD VI activities and resources consistent with DoD Directive 5040.2.

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

-- Manages necessary information systems to support these requirements.

-- Develops common VI formats and standardization guidelines.

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

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

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

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

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

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

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

DEPARTMENT OF DEFENSE DEPENDENTS SCHOOLS (DODDS)

(DoD Directive 1342.6)

DODDS, under the policy guidance and operational direction of the Assistant Secretary of Defense (Force Management and Personnel) (ASD(FM&P)), administers a quality educational system from kindergarten through grade 12 for eligible minor dependents of military and civilian personnel of the Department of Defense stationed overseas. The *Director, DODDS*, performs the following functions:

- Develops policy and regulatory issuances, organizes, funds, and administers the Dependents Schools program.
- Effects agreements with Military Departments and other Government entities, as required, for the effective operation of the Dependents Schools system.
- Analyzes requirements, and supports the development and justification of schools construction, modification, and/or repair projects included in annual military construction programs.
- Provides 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 SUPPORT ACTIVITY (DMSA)

(DoD Directive 5136.10)

The *Defense Medical Support Activity (DMSA)*, a field activity of ASD(HA), is designed to help support the information and facility planning, programming and review needs of the *Military Health Care System (MHCS)*. The *ASD(HA)* serves as the Director of DMSA which is made up of two functional entities, the *Defense Medical Systems Support Center (DMSSC)* and the *Defense Medical Facilities Office (DMFO)*.

- The *Director, DMSSC*, carries out the following functions:

- Reviews, evaluates, and certifies information system requirements and priorities for the MHCS, to include the review of medical research and development applications and technical advances in medical equipment and instrumentation that may evolve into or interface with operational information systems.

- Reviews and makes recommendations to the ASD(HA) regarding Military Department and Defense Agency budget submissions for automated military information systems to ensure adherence to DoD policy, promote integrated medical information planning efforts, ensure cross-Service coordination, prevent duplicative effort and maximize program efficiencies and effectiveness.

- Maintains an eligibility checking system to confirm entitlement to DoD benefits (including health care, commissary, exchange, and theater privileges) for ASD(HA), military headquarters, operations on military bases, military medical treatment facilities and *CHAMPUS* related activities by enrolling the beneficiary population into a central data base and collecting demographic and sociographic information on the population entitled to receive benefits.

- Operates the *Defense Medical Regulating Information System (DMRIS)*, in support of the *Armed Services Medical Regulating Office (ASMRO)*, in accordance with DoD Directive 5154.6, and other DoD and HA data information collection, analysis and planning systems including the *Defense Medical Information System (DMIS)* and the *Resource Analysis and Planning System (RAPS)*.

- Provides all automated systems operational, analytical, and modeling support to DMFO and the ASD(HA) staff as well as administrative support to DMFO.

- Oversees the automated medical information systems of *CHAMPUS*, to include policy guidance, planning, and resource review.

- Provides oversight and operational support of automated information systems for the Department of Defense Medical Examination Review Board (DoDMERB).

- **The Director, DMFO, carries out the following functions:**
 - **Reviews the capability of military medical facilities to support DoD-wide health care requirements.**
 - **Identifies the most urgently needed new facilities and those requiring replacement, modification, or modernization.**
 - **Determines appropriate sizing for military medical facilities construction projects.**
 - **Identifies priorities for military medical facility construction projects within a consolidated DoD program, taking into account the recommendations of the Military Departments.**
 - **Develops justification and documentation to support and defend the medical facility construction program during the PPBS process and before Congress.**
 - **Administers and monitors funds allocation for approved military medical facility construction projects.**
 - **Develops and maintains DoD engineering, design, and space criteria for military medical facilities.**
 - **Performs concept reviews and provides 35 percent certification of all military medical facility construction projects.**

DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)

(DoD Directive 5105.51)

DTSA, under the policy and overall management 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 policy guidance and operational direction 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*. Specific duties are as follows:

- Organizes and manages *OCHAMPUS* resources and develops policy and regulation issuances required for effective administration of civilian health benefits to eligible members of the *Uniformed Services* and their dependents.
- Ensures the administration of *OCHAMPUS* programs contributes to the DoD medical readiness posture.
- Effects agreements with Military Departments and other Government entities, as required, for effective administration of *OCHAMPUS* programs.
- Executes, administers, and monitors 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.
- Conducts 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.
- Conveys *OCHAMPUS* information to health care providers, users, and others needing such information.

OFFICE OF ECONOMIC ADJUSTMENT (OEA)

(DoD Directive 3030.1)

OEA, under the policy guidance and operational direction of the Assistant Secretary of Defense (Force Management and Personnel) (ASD(FM&P)), plans and manages the following functions:

Community Economic Adjustment

- Recommends policy, develops procedural issuances, and budgets and manages resources for the implementation and operation of economic adjustment assistance programs; and appraises and improves program performance.
- Monitors changes in DoD programs and activities; assists, as required, in the assessment of possible impacts; and develops and recommends strategies and action plans to lessen serious local impacts.
- Provides information and advice on economic adjustment programs and the resources available to meet community economic adjustment needs.
- Plans, organizes, coordinates, and administers economic adjustment assistance projects for communities, areas, and States adversely affected by DoD realignment actions.
- Assists local communities, areas, or States in expanding public facilities and services to meet requirements generated by major expansions or the establishment of new DoD installations.
- Directs and manages programs to provide grants for community impact and encroachment planning, affordable housing and special impact assistance.
- Provides technical advice and assistance to DoD-dependent communities in efforts to diversify their economies and minimize the possible impact of future DoD realignments.
- Manages the program for intergovernmental coordination of DoD Federal development programs and activities consistent with DoD Directive 4165.61.
- Supports the Secretary of Defense as Chairperson of the *Economic Adjustment Committee (EAC)*, and provide staff support for the community assistance activities of EAC.
- The *Director, OEA*, is also designated as the *Executive Director of the Economic Adjustment Committee*.

Special Events

- Develops policies, plans and procedures for the delivery of Defense support to special events including international sporting events, intergovernmental activities, Federal interagency requests, law enforcement operational activities, and other special events as designated by the ASD(FM&P).
- Establishes policies and procedures to be used by authorized groups seeking Defense assets and set criteria for determining whether Defense assets are to be provided.
- Provides advice and guidance to organizers, State and local governments and others on the use of DoD assets. Also, develop manuals, instructions or other suitable materials to provide planning and operational advice based on experience from prior events of a similar nature.
- Obtains materials and equipment to be used in connections with special event support activities through contracting or established supply channels operated by DoD or other Federal agencies.
- Manages the delivery of DoD fiscal, personnel and equipment assets to event organizers, State and local governments, and other bodies authorized to receive Defense support.
- Maintains a system for the storage and maintenance of DoD equipment set aside for use to support special events.

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 functions:

- Administrative support (including budgeting and accounting, civilian and military personnel management, office services, security, correspondence and cables management, directives and records management, travel, and other such administrative services 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 the areas of procurement, logistics, manpower, and economics.
- DoD occupied GSA controlled administrative space in the NCR and DoD common support facilities, including office space, concessions, layout design, and other related building administration functions.
- Staff activities in support of the responsibilities of the Secretary of Defense for the *Federal Voting Assistance Program*.