

Department of Defense



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OFFICE OF THE SECRETARY OF DEFENSE

DEFENSE AGENCIES

DOD FIELD ACTIVITIES

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ORGANIZATION AND FUNCTIONS GUIDEBOOK

SEPTEMBER 1996

PREPARED BY:

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

ERRATA SHEET

Department of Defense Office of the Secretary of Defense/Defense Agencies/DoD Field Activities Organization and Functions Guidebook

Delete:

- o Page 35: Defense Agencies Organization Chart
- o Page 36: Central Imagery Office (CIO)
- o Page 41: Defense Mapping Agency (DMA)

Insert Attached:

- o Page 35: Defense Agencies Organization Chart
- o Page 42a: National Imagery and Mapping Agency (NIMA)

December 1996

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.

General information on the *Military Departments*, *Chairman of the Joint Chiefs of Staff and Joint Staff*, *Armed Forces Policy Council*, *Unified 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 the organizations.

DoD Personnel may obtain additional copies from OSD Publications Counter Service, Room 3B960, Pentagon, (703) 695-2167.

All other personnel may obtain additional copies from OSD Public Affairs, Rm 1E794, Pentagon, (703) 697-5737.

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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, nine Unified Combatant Commands, the DoD Inspector General, sixteen Defense Agencies, and nine DoD Field Activities. (See Chart on page 4.)

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 ***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 and Technology, Under Secretary of Defense for Policy, Under Secretary of Defense for Personnel and Readiness, Under Secretary of Defense (Comptroller), Director of Defense Research and Engineering, Assistant Secretaries 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 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.)

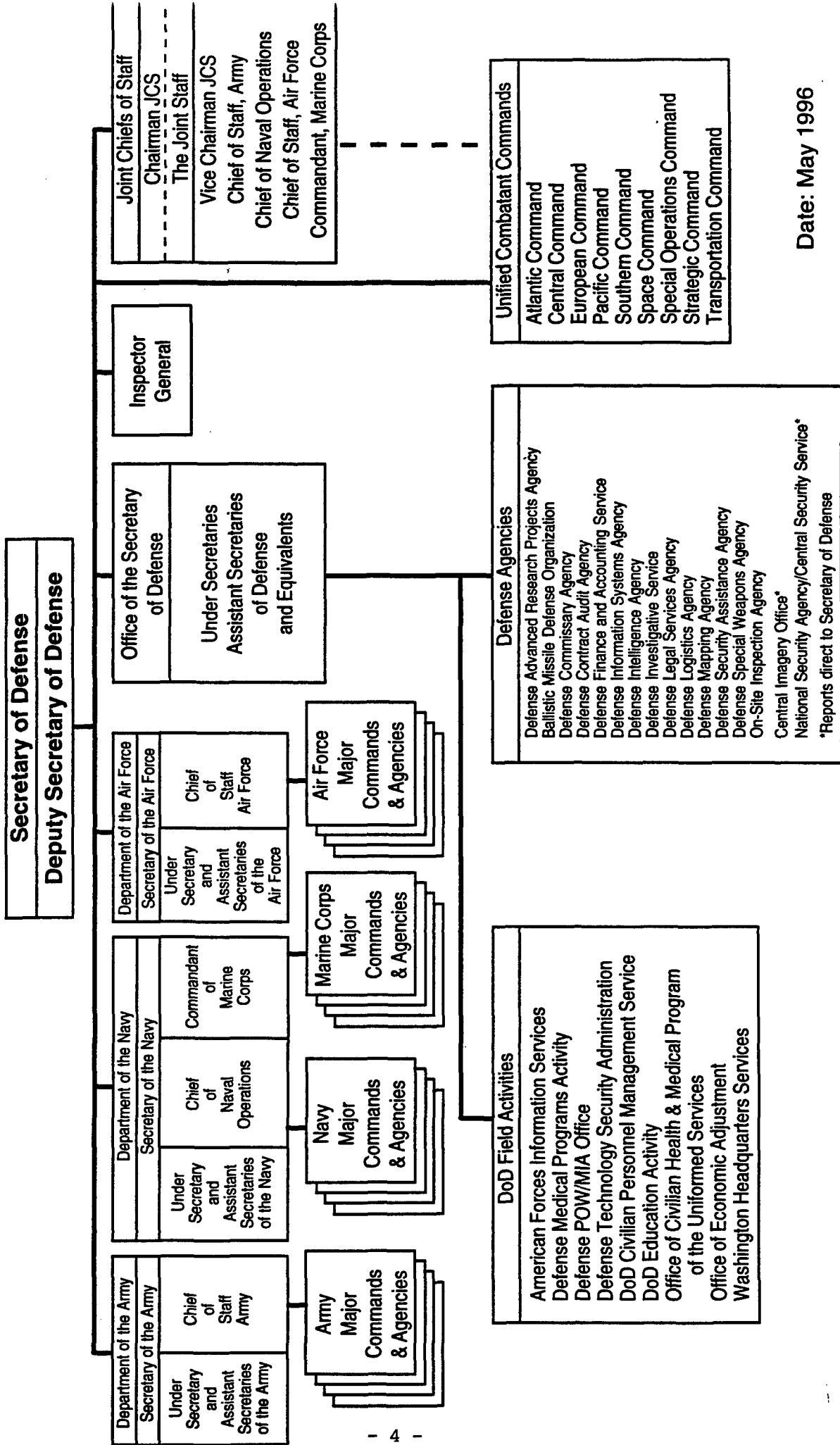
The Unified Combatant Commands (DoD Directive 5100.1) are responsible to the President and the Secretary of Defense for accomplishing the military missions assigned to them. Commanders of the Unified Combatant Commands exercise command authority over forces assigned to them as directed by the Secretary of Defense. The operational chain of command runs from the President to the Secretary of Defense to the Commanders of the Unified Combatant Commands. The Chairman of the Joint Chiefs of Staff functions within the chain of command by transmitting to the Commanders of the Unified Combatant Commands the orders of the President or the Secretary of Defense. Unified Combatant Commands include the European Command, Pacific Command, Atlantic Command, Southern Command, Special Operations Command, Strategic Command, Central Command, Transportation Command, and Space 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; Defense Agencies that are assigned wartime support missions are designated as Combat Support Agencies (see page 35 of this Guidebook for further information).

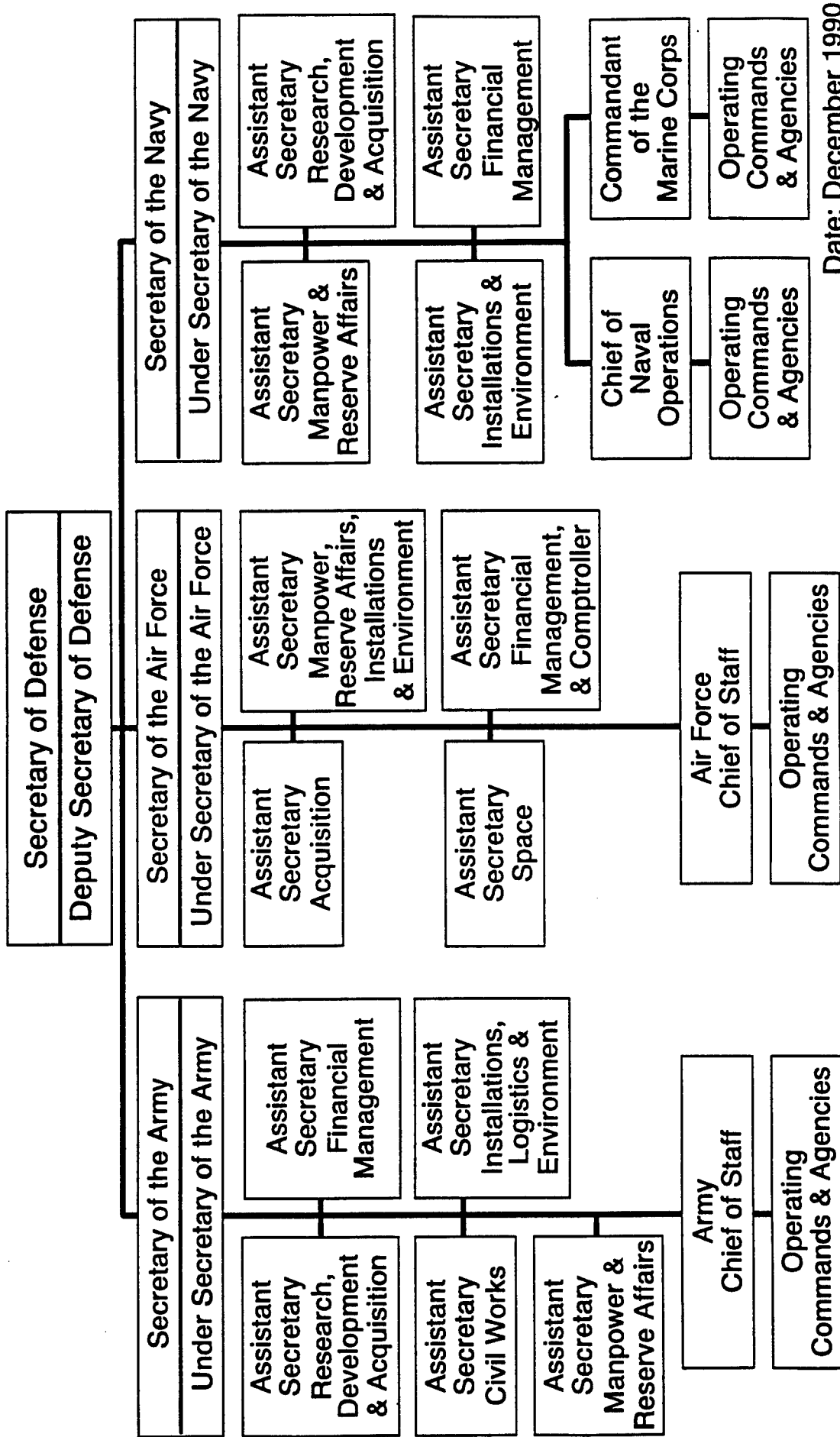
The *DoD Field Activities* are established by the Secretary of Defense, under the provisions of Title 10, United States Code, to perform selected support and service functions of a more limited scope than Defense Agencies (see page 44 of this Guidebook for further information).

Department of Defense



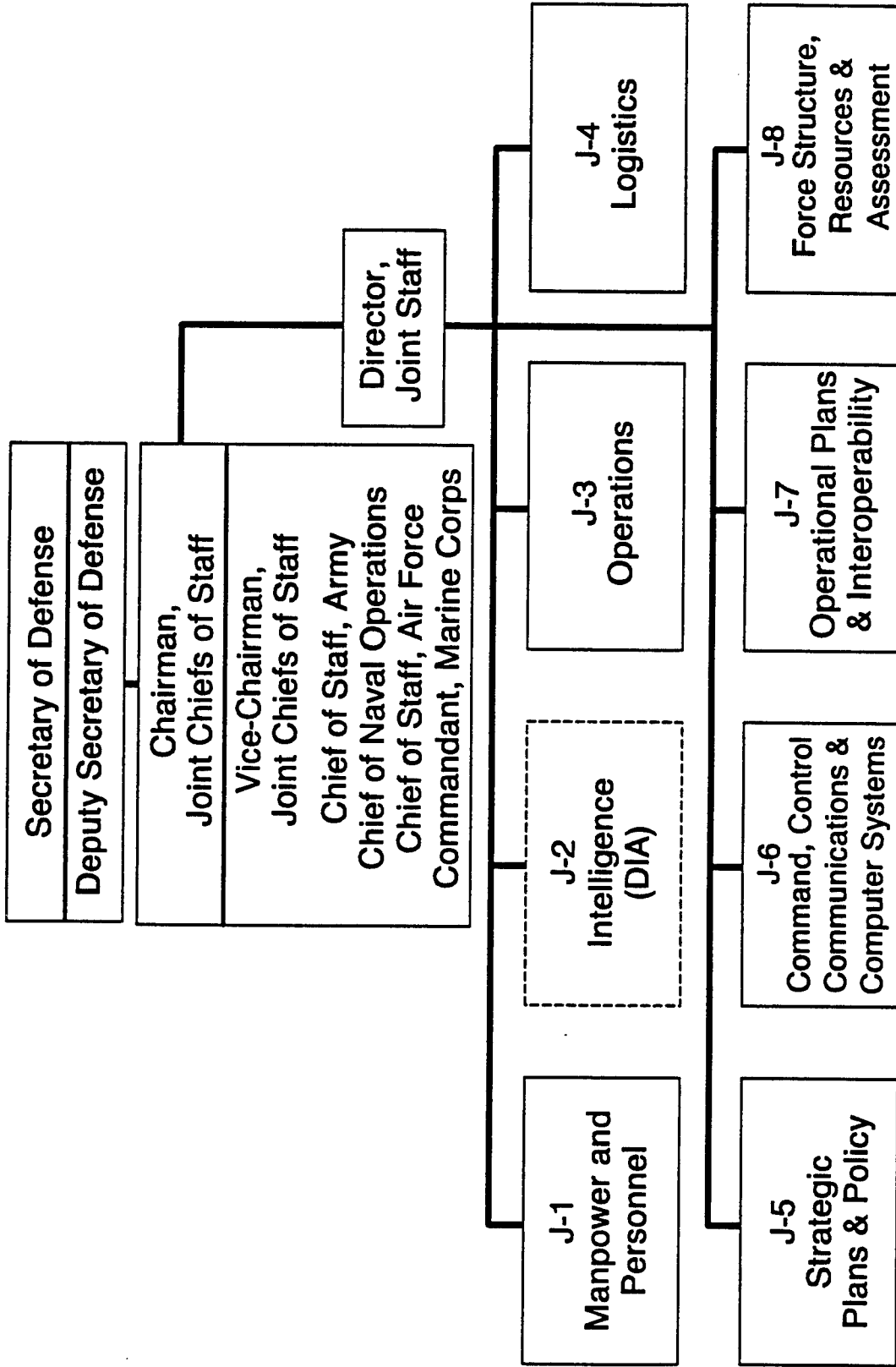
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Military Departments



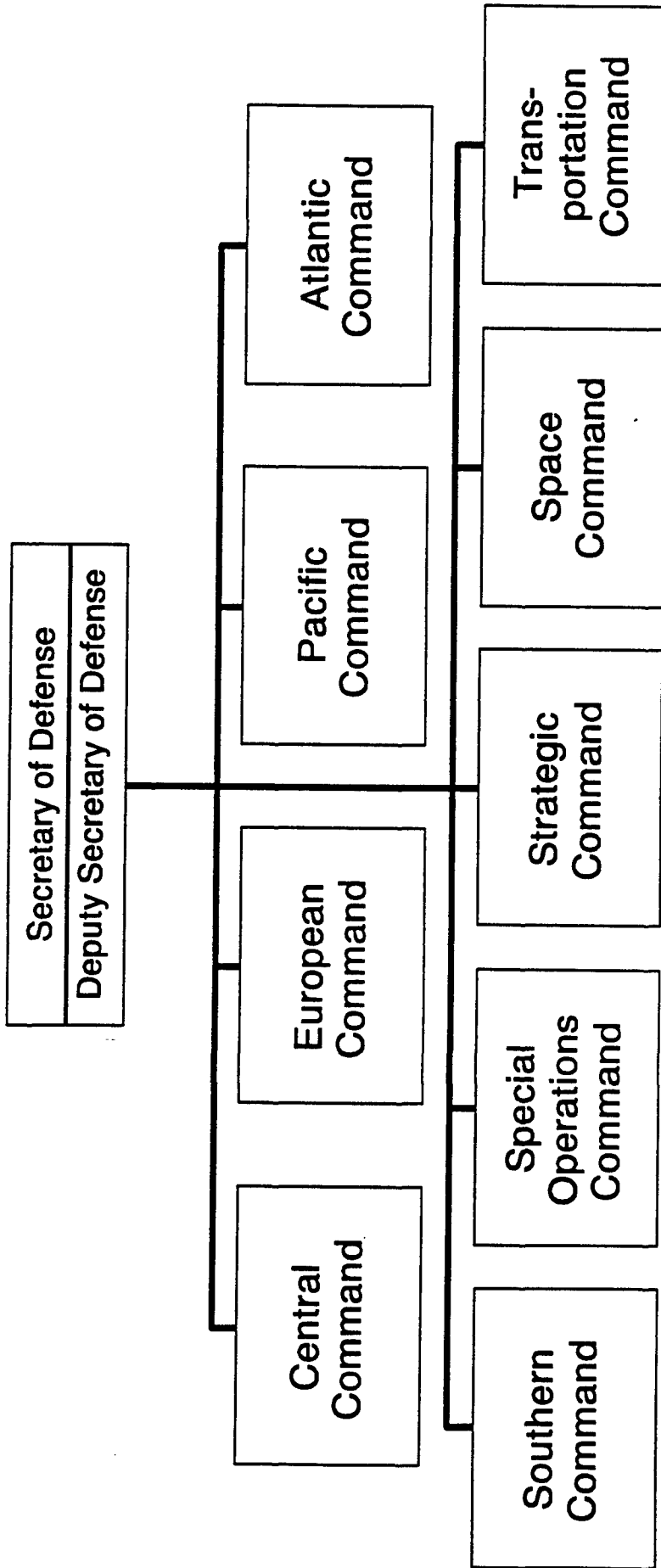
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Joint Chiefs of Staff



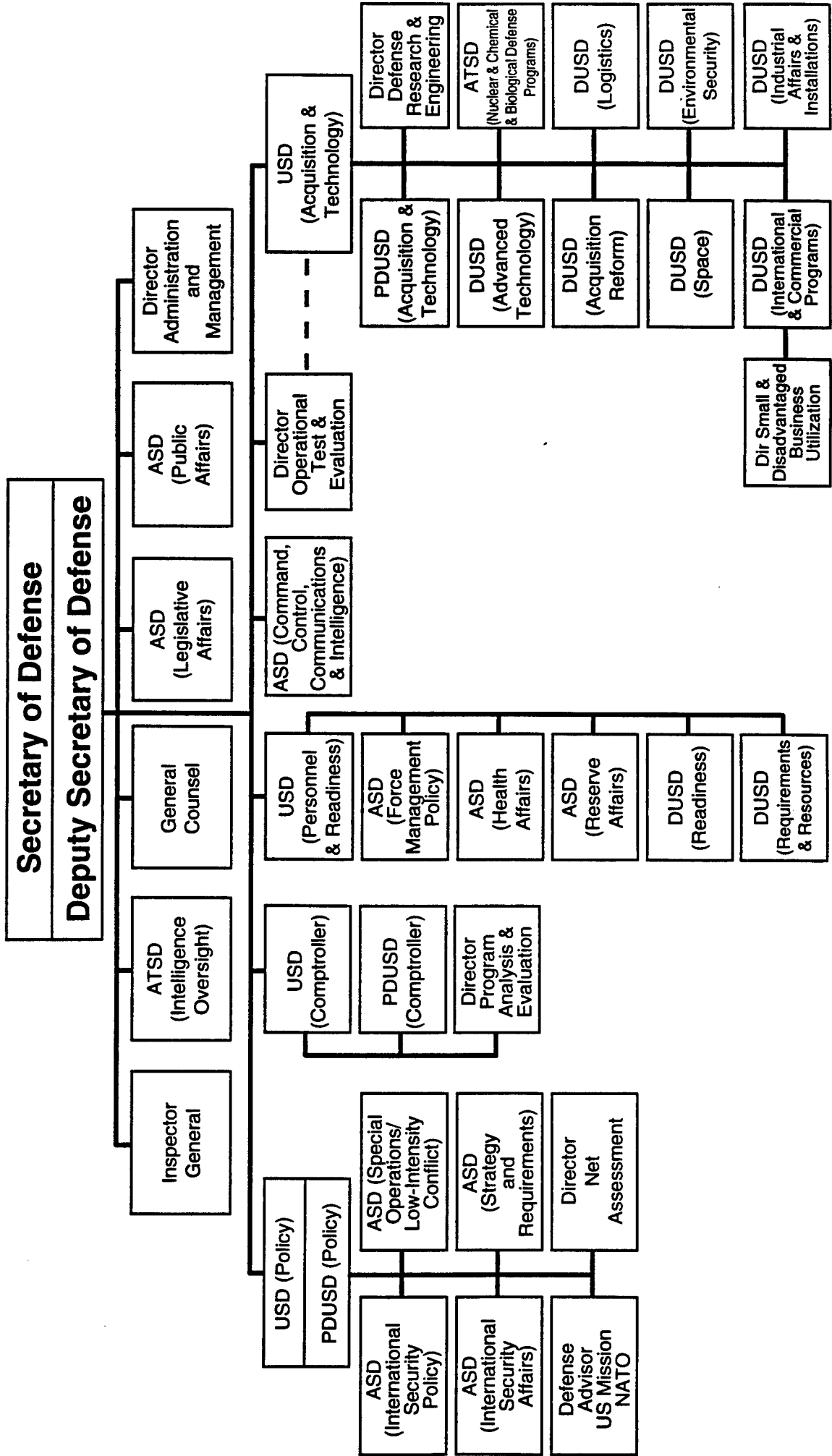
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Unified Combatant Commands



Date: October 1993

Office of the Secretary of Defense



Date: May 1996

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 and Deputy 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 area 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.

**UNDER SECRETARY OF DEFENSE (ACQUISITION AND TECHNOLOGY)
(USD(A&T))**

(DoD Directive 5134.1)

Under the direction of the Secretary of Defense, the USD(A&T) is the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense for all matters relating to the DoD Acquisition System; research and development; advanced technology; test and evaluation; production; logistics; military construction; procurement; economic security; and atomic energy. In the exercise of this responsibility, the USD(A&T) 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).
- Serve as the DoD Procurement Executive.
- Chair the DoD Ethics Council.
- Serve as the United States representative at the North Atlantic Treaty Organization (NATO) Conference of National Armaments Directors and other multinational forums of armaments directors.
- Establish and publish policies and procedures governing the operations of the DoD Acquisition System and the administrative oversight of defense contractors.
- Prescribe the developmental testing and evaluation program (which excludes those statutory test and evaluation responsibilities assigned to the Director, Operational Test and Evaluation, including establishing and ensuring implementation of policies and program plans, including funding, for ranges and test facilities and also be responsible for the acquisition-related functions of weapons programs, including control of the elements of the OSD performing the acquisition-related functions of strategic and theater nuclear forces programs and tactical warfare programs.
- Prescribe policies, in coordination with the IG, DoD, and the Under Secretary of Defense (Comptroller), 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, DoD, 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.

- 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)), agreements with friendly and Allied Nations relating to acquisition matters.

- Establish policies relating to the capability of U.S. defense industry to meet DoD needs.

- Establish policies and procedures, in coordination with the Under Secretary of Defense (Personnel and Readiness) (USD(P&R)), for the effective management of the acquisition workforce within the Department of Defense, including accession, education, training, and career development.

- Establish and manage the cooperative research and development program.

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

- The *Principal Deputy Under Secretary of Defense (Acquisition and Technology)* (DoDD 5134.6)

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

- The *Assistant to the Secretary of Defense (Nuclear and Chemical and Biological Defense Programs)* (DoDD 5134.8)

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

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

- *The Deputy Under Secretary of Defense (Advanced Technology)*
- *The Deputy Under Secretary of Defense (Environmental Security)*
- *The Deputy Under Secretary of Defense (Industrial Affairs and Installations)*
- *The Deputy Under Secretary of Defense (International and Commercial Programs)*
- *The Deputy Under Secretary of Defense (Logistics)*
- *The Deputy Under Secretary of Defense (Space)*

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

- *Defense Advanced Research Projects Agency (DoDD 5134.10), through the Director of Defense Research and Engineering*
- *Ballistic Missile Defense Organization (DoDD 5134.9)*
- *Defense Logistics Agency (DoDD 5105.22)*
- *Defense Special Weapons Agency (DoDD 5105.31), through the Assistant to the Secretary of Defense (Nuclear and Chemical and Biological Defense Programs)*
- *On-Site Inspection Agency (DoDD TS-5134.2), through the Assistant to the Secretary of Defense (Nuclear and Chemical and Biological Defense Programs)*
- *Office of Economic Adjustment (DoDD 3030.1), through the Deputy Under Secretary of Defense (Industrial Affairs and Installations)*
- *Defense Acquisition University (DoDD 5000.57), through the Deputy Under Secretary of Defense (Acquisition Reform)*

UNDER SECRETARY OF DEFENSE (COMPTROLLER) (USD(C))

(DoD Directive 5118.3)

Under the direction of the Secretary of Defense, the USD(C) is the principal advisor and assistant to the Secretary and Deputy 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), DoD program analysis and evaluation, and general management improvement programs. In addition, the USD(C) is the Chief Financial Officer of the Department of Defense. In the exercise of this responsibility, the USD(C) 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 and Technology), 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 and management practices.

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

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

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

- *Principal Deputy Under Secretary of Defense (Comptroller)*
- *Director, Program Analysis and Evaluation, (DoDD 5141.1)*

In addition, the *USD(C)* 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)*

UNDER SECRETARY OF DEFENSE (PERSONNEL AND READINESS) (USD(P&R))

(DoD Directive 5124.2)

Under the direction of the Secretary of Defense, the USD(P&R) is the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense for Total Force management as it relates to readiness; National Guard and Reserve component affairs; health affairs; training; and personnel requirements and management, including equal opportunity, morale, welfare, and quality of life matters. In the exercise of this responsibility, the USD(P&R) shall:

- Develop policies, plans, and programs for:
 - Total Force personnel and their allocation among DoD Components and between the Active and Reserve components to ensure efficient and effective support of wartime and peacetime operations, contingency planning, and preparedness.
 - Reserve component affairs to promote the effective integration of Reserve component capabilities into a cohesive Total Force.
 - Health and medical affairs sufficient to provide, and maintain readiness to provide, medical services and support to members of the Armed Forces during military operations, and to provide medical services and support to members of the Armed Forces, their dependents, and others entitled to DoD medical care.
 - Recruitment, training, equal opportunity, compensation, recognition, discipline, and separation of all DoD personnel, to include both military (Active, Reserve, and retired) and civilian.
 - The quality of life of DoD personnel and their dependents, including family support, allowances, transition assistance, community services, and dependent education.
 - DoD morale, welfare, and recreation programs and supporting nonappropriated fund revenue-generating programs including commissaries and exchanges.
 - Interagency and intergovernmental activities, special projects, or external requests that create a demand for DoD personnel resources.
- Serve as OSD focal point for readiness issues; develop policies, management structures, and administrative processes to ensure forces have sufficient readiness to execute the National Military Strategy; oversee Total Force personnel and medical readiness; and coordinate with other Principal Staff Assistants and cognizant officials in the Office of the Chairman of the Joint Chiefs of Staff and in the Services on other aspects of readiness.

- Analyze the Total Force structure as related to quantitative and qualitative military and civilian personnel requirements, utilization, readiness and support. Administer and implement controls on military and civilian personnel strengths for Military Departments, Defense Agencies, and other DoD Components.

- Review and evaluate the requirements of the Defense Acquisition Board's major defense acquisition programs and proposed weapon systems for personnel, training, and readiness implications, and the implications of weapon systems maintainability for qualitative and quantitative personnel requirements and for readiness.

- Formulate policy for and ensure coordination of DoD Noncombatant Evacuation Operations (NEO).

- Participate in those planning, programming, and budgeting activities that relate to assigned areas of responsibility.

- Serve on boards, committees, and other groups pertaining to assigned functional areas and represent the Secretary of Defense on personnel, readiness, Reserve component, health, and compensation matters outside of the Department.

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

- *Assistant Secretary of Defense (Force Management Policy)* (DoDD 5124.5)

- *Assistant Secretary of Defense (Health Affairs)* (DoDD 5136.1)

- *Assistant Secretary of Defense (Reserve Affairs)* (DoDD 5125.1)

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

- *Defense Commissary Agency* (DoDD 5105.55), through the Assistant Secretary of Defense (Force Management Policy)

- *Department of Defense Education Activity* (DoDD 1342.6), through the Assistant Secretary of Defense (Force Management Policy)

- *DoD Civilian Personnel Management Service* (DoDD 5124.4), through the Assistant Secretary of Defense (Force Management Policy)

- *Defense Medical Programs Activity* (DoDD 5136.11), through the Assistant Secretary of Defense (Health Affairs)

- *Office of Civilian Health and Medical Program of the Uniformed Services* (DoDD 5105.46), through the Assistant Secretary of Defense (Health Affairs)

- *Uniformed Services University of the Health Sciences*, through the Assistant Secretary of Defense (Health Affairs), pursuant to the authority vested in the Secretary of Defense by Chapter 104 of 10 U.S.C., except that the authority to appoint the *President, USUHS*, is reserved to the Secretary of Defense (DoDD 5105.45)

- *Defense Equal Opportunity Management Institute*

- *Defense Manpower Data Center*

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 and Deputy Secretary of Defense for all matters concerning the formulation of national security and defense policy and the integration and oversight of DoD policy and plans to achieve 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 for national security policy.
- Serve as a member of the NSC Deputies Committee; serve as a member of the Deputies Committee for Crisis Management; and advise the Secretary of Defense on crisis prevention and management, including contingency planning for major areas of concern.
- Develop policy for defense-related international negotiations and represent the DoD in those negotiations unless otherwise directed.
- Develop and coordinate DoD policy and positions for international negotiations on arms control implementation and/or compliance issues.
- Develop policy on the conduct of alliances and defense relationships with foreign governments, their military establishments, and international organizations; integrate and oversee plans and programs undertaken in conjunction with those alliances and defense relationships.
- Develop, coordinate, and oversee the implementation of international security strategy and policy; political-military policy on issues of DoD interest that relate to foreign governments and their defense establishments, to include arrangements for United States military facilities, access and operating rights, and status of forces; and policy on all matters relating to prisoners of war and missing in action.
- Develop, coordinate, and oversee the implementation of policy and plans for defense security assistance.
- Develop, coordinate, and oversee the implementation of policy to reduce and counter the threat to the United States, its forces, and allies of weapons of mass destruction and other militarily significant technologies and force capabilities, to include counterproliferation policy, arms control policy, and security policy.

- Provide oversight of all DoD activities related to international technology transfer; develop, coordinate, and provide policy direction and overall management for the DoD Technology Security Program and policy related to international technology transfer, to include export controls, dual-use and munitions licensing, arms cooperation programs, and support for enforcement and intelligence systems.

- Develop, coordinate, and oversee the implementation of strategy and policy for strategic and theater nuclear offensive forces, strategic and defensive forces, and space systems; and review and evaluate plans, programs, and systems requirements for such forces and systems to assure consistency with the strategy and policy.

- Assist the Secretary of Defense in development of national security and defense strategy; advise on the resources and forces necessary to implement that strategy, to include serving as the principal advisor for the planning phase of the DoD Planning, Programming, and Budgeting System and for monitoring the degree to which the DoD program and budget underwrite the strategy; and 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, and in reviewing such plans.

- Develop policy guidance, provide overall supervision, and provide oversight of planning, programming, budgeting, and execution of special operations activities, including civil affairs and psychological operations, and of low-intensity conflict activities, including counterterrorism, support to insurgency, and contingency operations.

- Develop, coordinate, and oversee the implementation of policy for the defense and military aspects of the promotion of constitutional democracy and respect for human rights, United States participation in peace operations, and the provision of humanitarian assistance.

- Develop, coordinate, and oversee the implementation of drug control policy, including planning, programming, and budgeting for the DoD counter-drug mission.

- Provide mid- and long-range policy planning on strategic security matters and emerging national security issues; develop and oversee the implementation of a comprehensive strategy toward Russia, Ukraine, and other newly independent states of Eurasia; plan and conduct net assessments and policy research activities and programs.

- Develop, coordinate, and oversee the implementation of policy for international security countermeasures activities of the Department of Defense; administer for the Department of Defense the National Disclosure Policy, the Foreign Disclosure and Technical Information System, the Foreign Visits System, and the U.S. Visitor International Technology System. As the U.S. Security Authority for North Atlantic Treaty Organization, serve as the primary focal point for staff coordination on these matters both internal and external to the Department of Defense.

- Develop policy and provide oversight for emergency planning and preparedness, crisis management, defense mobilization in emergency situations, military support to civil authorities, civil defense, and continuity of operations and government. Develop policy and coordinate DoD participation in, and exercise staff supervision over, special activities, special access programs, sensitive support to non-DoD agencies, and the joint worldwide reconnaissance schedule.

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

- *Principal Deputy Under Secretary of Defense (Policy)* (DoDD 5111.3)
- *Assistant Secretary of Defense (International Security Affairs)* (DoDD 5111.7)
- *Assistant Secretary of Defense (International Security Policy)* (DoDD 5111.5)
- *Assistant Secretary of Defense (Strategy and Requirements)* (DoDD 5111.8)
- *Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict)* (DoDD 5111.10)
- *Defense Advisor, U. S. Mission NATO*
- *Director of Net Assessment* (DoDD 5111.9)

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

- *Defense Security Assistance Agency* (DoDD 5105.38 - under revision), through the Assistant Secretary of Defense (International Security Affairs)
- *Defense Technology Security Administration* (DoDD 5105.51), through the Assistant Secretary of Defense (International Security Policy)
- *Defense Prisoner of War/Missing in Action Office* (DoDD 5105.38), through the Assistant Secretary of Defense (International Security Affairs)

**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*
- *C4I Integration Support Activity*
- *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 5100.20)*
- *Air Force and Navy Special Intelligence Programs*
- *Electromagnetic Compatibility Analysis Center*
- *Defense Courier Service*

**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 and advisor to the Secretary and Deputy 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
(PUBLIC AFFAIRS) (ASD(PA))**

(DoD Directive 5122.5)

Under the direction of the Secretary of Defense, the ASD(PA) is the principal staff advisor and assistant to the Secretary and Deputy Secretary of Defense for DoD public information, internal information, the Freedom of Information Act, mandatory declassification review and clearance of DoD information for public release, community relations, information training, and audiovisual matters. In the exercise of this responsibility, the ASD(PA) shall:

- Develop policies, plans, and programs in support of DoD objectives and operations.
- Ensure a free flow of news and information to the media, the general public, the internal audiences of the Armed Forces, and other appropriate forums, limited only by national security constraints as authorized by E. O. 12356 and statutory mandates.
- Act as the spokesperson and 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.
- Monitor, evaluate, and develop systems, standards, and procedures for the administration and management of approved policies, plans, and programs.
- Issue policy guidance to the DoD Components.
- As required, participate with the Under Secretary of Defense (Comptroller) in planning, programming, and budgeting activities.
- Promote coordination, cooperation, and mutual understanding among DoD Components and with other Federal, State, and local agencies and the civilian community.
- Serve on boards, committees, and other groups, and represent the Secretary of Defense outside of the Department of Defense.
- Conduct 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.
- Review for conflict with established DoD and national security policies or programs, official speeches, news releases, photographs, films, and other information originated within the Department of Defense for public release, or similar material submitted for review by other executive agencies of the U.S. Government.

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

- As required, prepare speeches, public statements, congressional testimony, articles for publication, and other materials for public release by selected DoD and White House officials.

- Serve as 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.

- Receive, analyze, and reply to inquiries regarding DoD policies, programs, or activities that are received from the general public either directly or from other Government Agencies. Prepare and provide to the referring office replies to inquiries from the general public that are forwarded from the Congress and the White House.

- Evaluate and approve:

- Requests for DoD cooperation in programs involving relations with the public consistent with DoD Directive 5410.18 and DoD Instruction 5410.19.

- Requests by news media representatives or other non-DoD personnel for travel in military carriers for public affairs purposes.

- Establish policy for the Department of Defense Freedom of Information Act Program consistent with 5 U.S.C. 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 the Joint Staff, and other DoD Components as may be assigned.

- Direct and administer the Mandatory Declassification Review Program consistent with E. O. 12356 and DoD Directive 5200.1 for the OSD, Chairman of the Joint Chiefs of Staff and the Joint Staff, and other DoD Components as may be assigned.

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

- Evaluate and coordinate the DoD response to requests for speakers received by the DoD and, as required, assist in scheduling, programming, and drafting speeches for the participation of qualified personnel.

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

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 and Deputy 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 Technology), 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 activities in the Department of Defense. In this capacity, the ATSD(IO) shall ensure that all activities performed by intelligence units and all intelligence activities performed by non-intelligence units, are conducted in compliance with Federal law and other laws as appropriate, Executive Orders and Presidential Directives, and DoD Directives System issuances. The ATSD(IO) is responsible for the following functional areas:

- Develop intelligence oversight policy and, in coordination with the General Counsel of the Department of Defense (GC, DoD), issue intelligence oversight guidance to the DoD intelligence components, including regulatory guidance implementing intelligence oversight aspects of E. O. 12333.
- Review, in consultation with the GC, DoD, all allegations that raise questions of legality or propriety of intelligence activities in the Department of Defense.
- Investigate intelligence activities that raise questions of legality or propriety.
- Conduct vigorous and independent inspections of DoD Components that engage in intelligence activities for the purpose of verifying that personnel are familiar and in compliance with E. O. 12333 and its DoD implementing documents. At the request of senior leadership of the Department, and as practicable, the ATSD(IO) will assess and evaluate the performance of DoD's intelligence activities during the course of scheduled inspections and site visits. Reports in these areas of special interest will be provided to the requesting official and the Secretary of Defense for information.
- Monitor investigations and inspections conducted by the DoD Components related to intelligence activities, evaluate the findings, and, if appropriate, submit recommendations for corrective action to the Secretary of Defense.
- Report the following to the Secretary and Deputy Secretary of Defense, and the Intelligence Oversight Board of the President's Foreign Intelligence Advisory Board, established under E. O. 12863, at least quarterly, in consultation with the GC, DoD:
 - Any significant oversight activities undertaken; and

-- Any DoD intelligence activities of questionable legality or propriety, the investigative action on them, an evaluation of completed investigations, and the action taken on completed investigations.

- Review and conduct an annual financial audit of all funds generated by DoD Intelligence Commercial Activities, and report the results to the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence, pursuant to DoDD 5240.12.

- Review DoD clandestine intelligence activities to ensure compliance with special constraints and controls.

- Evaluate the effectiveness of the DoD intelligence components' efforts to protect HUMINT sources, in accordance with DoDD S-5205.1.

- Participate in the Sensitive Reconnaissance Operations approval process.

- Conduct liaison with Federal intelligence and law enforcement agencies (e.g., Central Intelligence Agency, Federal Bureau of Investigation, and Drug Enforcement Administration) at the national level and field locations, as required, to ensure DoD intelligence activities and DoD intelligence support to law enforcement agencies are being conducted properly.

- Review the DoD sensitive support provided to DoD Components and other Federal Agencies pursuant to DoDD S-5210.36, to ensure compliance with DoD policies.

- Participate as a member of the Defense Counterintelligence Board (DoDD 5240.2).

- Coordinate, as appropriate, with the DoD Inspector General on matters relating to the DoD IG's area of responsibility in accordance with DoDD 5106.1.

DIRECTOR OF ADMINISTRATION AND MANAGEMENT (DA&M)

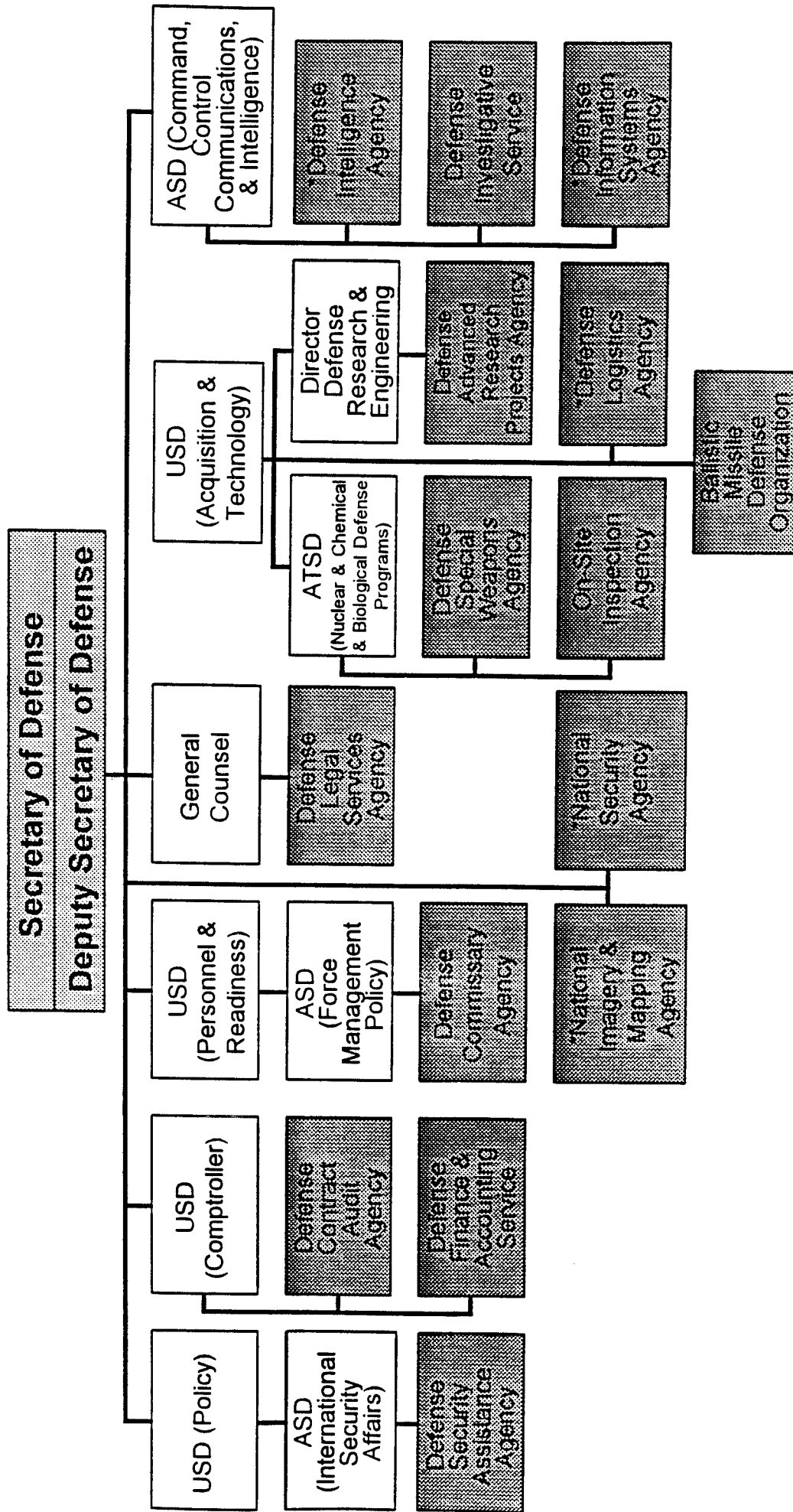
(DoD Directive 5105.53)

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

- 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.
- Develop policy, provide program oversight, and serve as the DoD focal point for DoD Quality Management matters.
- Administer the Historical Program of the OSD and coordinate DoD Historical Program activities.
- Analyze and control manpower requirements for the OSD and other assigned activities.
- Administer the Internal Management Control Program for the OSD and other assigned activities.
- 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

DEFENSE ADVANCED RESEARCH PROJECTS AGENCY (DARPA)

(DoD Directive 5134.10)

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 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 (Force Management Policy) 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.

DEFENSE CONTRACT AUDIT AGENCY (DCAA)

(DoD Directive 5105.36)

The Defense Contract Audit Agency (DCAA), under the authority, direction, and control of the Under Secretary of Defense (Comptroller), 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 Under Secretary of Defense (Comptroller), 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 Under Secretary of Defense (Comptroller); 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 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 SECURITY ASSISTANCE AGENCY (DSAA)

(DoD Directive 5105.38)

The Defense Security Assistance Agency (DSAA), under the authority, direction, and control of the Assistant Secretary of Defense (International Security Affairs), 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.

DEFENSE SPECIAL WEAPONS AGENCY (DSWA)

(DoD Directive 5105.31)

The Defense Special Weapons Agency (DSWA), under the authority, direction, and control of the Assistant to the Secretary of Defense (Nuclear and Chemical and Biological Defense Programs (NCB)), 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 ATSD (NCB), the DSWA shall redirect its resources to support the Chairman of the Joint Chiefs of Staff and the Commanders of the Unified Combatant Commands in analyzing nuclear weapons planning and action options, and reconstituting nuclear forces.

NATIONAL IMAGERY AND MAPPING AGENCY

(DoD Directive 5105.60)

The National Imagery and Mapping Agency (NIMA) is a Combat Support Agency of the Department of Defense under the authority, direction, and control of the Secretary of Defense and the overall supervision of the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (ASD(C3I)). The mission of the NIMA is to provide timely, relevant, and accurate imagery, imagery intelligence, and geospatial information in support of the national security objectives of the United States. The NIMA carries out this responsibility by advising the Secretary and Deputy Secretary of Defense, the ASD(C3I), the Chairman of the Joint Chiefs of Staff, the Combatant Commanders, and, for national intelligence purposes, the Director of Central Intelligence and other Federal Government officials, on imagery, imagery intelligence, and geospatial information; and by supporting the imagery, imagery intelligence, and geospatial requirements of the Departments and Agencies of the Federal Government, to the extent provided by law.

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

(DoD Directive 5100.20)

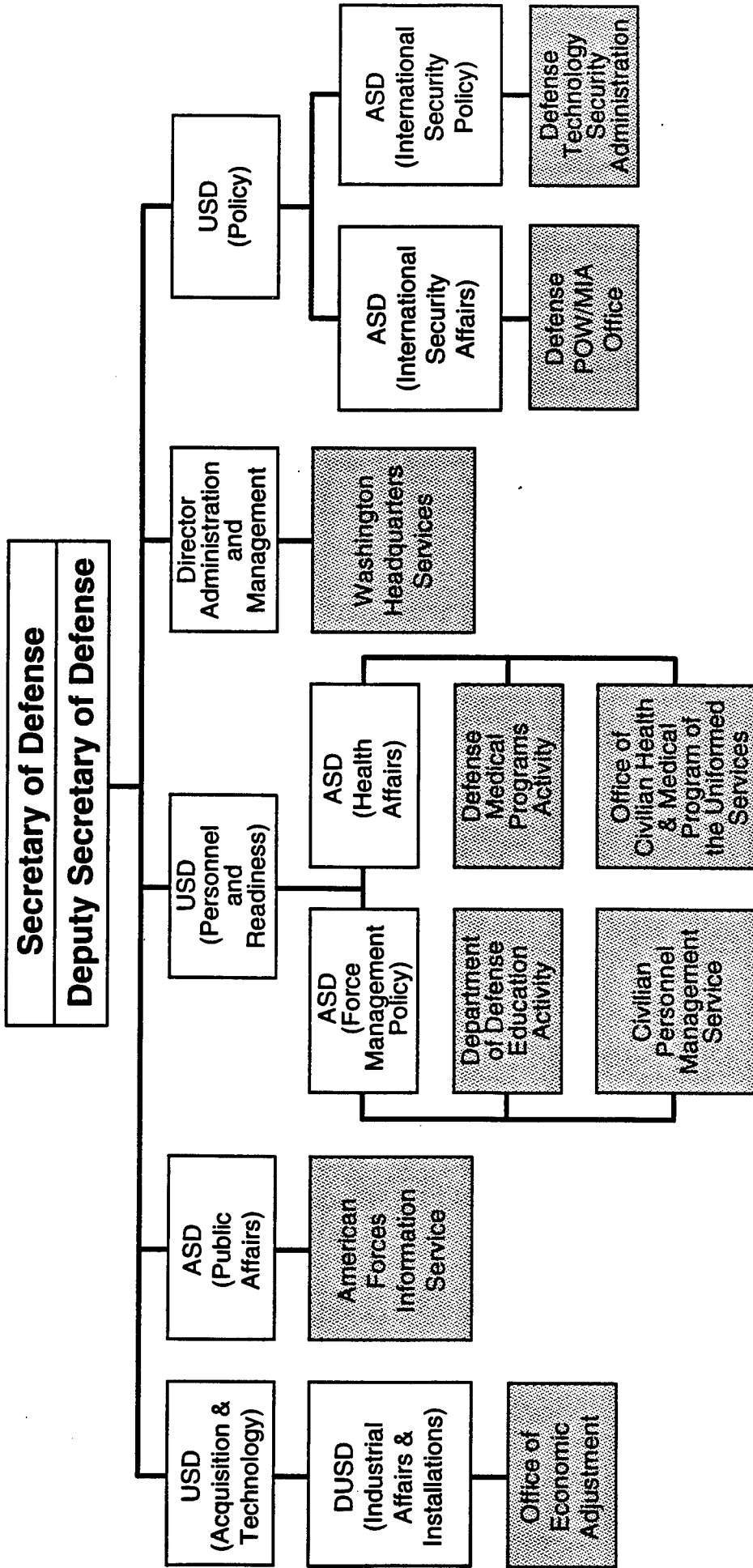
The National Security Agency/Central Security Service (NSA/CSS), is a Combat Support Agency of the Department of Defense (DoD) under the authority, direction, and control of the Secretary of Defense, and is responsible for centralized coordination, direction, and performance of highly specialized intelligence 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 Assistant to the Secretary of Defense (Nuclear and Biological and Chemical Defense Programs (NCB)), 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.

DoD Field Activities



Date: May 1996

ORGANIZATION AND FUNCTIONS - DOD FIELD ACTIVITIES

AMERICAN FORCES INFORMATION SERVICE (AFIS)

(DoD Directive 5122.10)

The American Forces Information Service (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).
- Organize, direct, and manage the Defense Information, Defense Visual Information, and Defense Photography Schools.
- Perform other related internal information functions that the ASD(PA) may assign.

DEFENSE MEDICAL PROGRAMS ACTIVITY (DMPA)

(DoD Directive 5136.11)

The Defense Medical Programs Activity (DMPA), under the authority, direction, and control of the Assistant Secretary of Defense (Health Affairs), is designed to help support the resources planning, programming, budgeting, execution, program review and evaluation of the Defense Unified Medical Program; and the information systems development and management, facility planning, programming, budgeting, and review requirements of the Military Health Services System (MHSS). 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 military 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 DoD-wide automated MHSS information systems.
 - Provide Functional Process Improvement and business re-engineering support for MHSS functional managers.
 - Provide other support for DoD military medical programs, as directed by the ASD(HA).

DEFENSE PRISONER OF WAR/MISSING IN ACTION OFFICE (DPMO)

(DoD Directive 5110.10)

The Defense Prisoner of War/Missing in Action Office (DPMO), under the authority, direction, and control of the Assistant Secretary of Defense (International Security Affairs), provides centralized management of prisoner of war/missing in action (POW/MIA) affairs within the Department of Defense. The Director, DPMO shall:

- Organize, direct, and manage the DPMO and all assigned resources.
- Serve as the DoD focal point for POW/MIA matters.
- Provide DoD participation in the conduct of negotiations with officials of foreign governments in efforts to achieve the fullest possible accounting of missing American service members.
- Assemble and analyze information on U.S. military and civilian personnel who are, or were, prisoners of war or missing in action.
- Maintain data bases on U.S. military and civilian personnel who are, or were, prisoners of war or missing in action.
- Declassify DoD documents for disclosure and release in accordance with Section 1082 of Public Law 102-190 (1991) and E.O. 12812.
- Maintain open channels of communication on POW/MIA matters between the DoD and the Congress, POW/MIA families, and veteran organizations, through periodic consultations and other appropriate measures.
- Provide appropriate representation to established POW/MIA-related interagency fora.
- Provide a statement of intelligence collection requirements to the Defense Intelligence Agency, for which the DPMO identifies a need.

DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)

(DoD Directive 5105.51)

The Defense Technology Security Administration (DTSA), under the authority, direction, and control of the Assistant Secretary of Defense (International Security 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 shall:

- Formulate and recommend to ASD(ISP), 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 ASD(ISP), 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.

**DEPARTMENT OF DEFENSE CIVILIAN PERSONNEL
MANAGEMENT SERVICE (CPMS)**

(DoD Directive 5124.4)

The Department of Defense Civilian Personnel Management Service (CPMS), under the authority, direction, and control of the Assistant Secretary of Defense (Force Management Policy) (ASD(FMP)), provides civilian personnel policy support, functional information management, and centralized administration of common civilian personnel management services to the DoD Components and their activities. The Director, CPMS, shall:

- Organize, direct, and manage the CPMS and all assigned resources.
- Advise and assist the ASD(FMP) within assigned responsibilities and functions.
- Provide support to the DoD Components in the administration of civilian personnel policy and programs, as directed.
- Administer civilian personnel functional information management activities including, but not limited to, business improvement and functional economic analyses.
- Administer the DoD Wage Fixing Authority Appropriated Fund Compensation Program specified in DoDD 5120.39; DoD Wage Fixing Authority Nonappropriated Fund Compensation Program specified in DoDD 5120.42; DoD Productivity Program specified in DoDD 5010.31; DoD Program for Stability of Civilian Employment specified in DoDD 1400.20; and the DoD Executive Leadership Development Program specified in DoDD 1430.14.

DEPARTMENT OF DEFENSE EDUCATION ACTIVITY (DoDEA)

(DoD Directive 1342.20)

The Department of Defense Education Activity (DoDEA), under the authority, direction, and control of the Assistant Secretary of Defense (Force Management Policy), serves as the principal staff advisor to the ASD(FMP) on all Defense education matters relative to overseas, domestic, and continuing adult and post-secondary education activities and programs. The Director, DoDEA, shall:

- Advise and act for the ASD(FMP) on all matters relative to the DoD Dependents Schools (DoDDS), DoD Domestic Dependent Elementary and Secondary Schools (DoD/DDESS), and Continuing and Post-Secondary Education (CAPSE) programs.
- Formulate and develop policies, guidelines, and standards for the management of defense education activities and programs.
- Plan, direct, coordinate, and manage the education programs for eligible dependents of U.S. military personnel and civilian personnel of the DoD stationed overseas.
- Plan, direct, coordinate, and manage the education programs for eligible dependents of U.S. military personnel and civilian personnel stationed in areas prescribed in Title 20, United States Code, Section 241.
- Plan, direct, coordinate, and oversee the programs and services for continuing adult and post-secondary education for U.S. military personnel.

**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 Army, Navy, Air Force, Marine Corps, Coast Guard, and the Commissioned Corps of the National Oceanographic and Atmospheric Administration (NOAA) and the Public Health Service (PHS). The Director, OCHAMPUS shall:

- Organize and manage OCHAMPUS resources and develop policy and regulatory 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 Deputy Under Secretary of Defense (Industrial Affairs and Installations (DUSD (IA&I))), serves as the principal staff advisor to the DUSD (IA&I) 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 DoDD 4165.61.
- Support the Secretary of Defense as the Chair and the DUSD (IA&I) 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.