

## **Realignment of Headquarters, Department of the Army**

### **Executive Summary**

**BACKGROUND:** The Secretary of the Army has announced his decisions on the realignment of Headquarters, Department of the Army. These decisions, which are in concert with stated goals of the Secretary of Defense, and fully supported by the Chief of Staff of the Army, are integral to the long-term Army transformation process that The Army began in 1999 and will continue beyond 2010. The Army transformation heretofore focused upon the field forces. The Headquarters, Department of the Army (HQDA) realignment begins the process of transforming the management and command structure that supports those forces. While performing as a unified staff in executing policy, planning, and resource management responsibilities, the Secretariat and Army Staff organizations will maintain their separate and discrete functions as required by law.

As one of his first priorities after assuming office, Secretary White with the Chief of Staff of the Army initiated a top-down review of Headquarters, Department of the Army. The goal is to structure the Headquarters into a streamlined, integrated staff more responsive to rapidly changing institutional and operational missions. Over a four month period, a task force consisting of about 30 senior civilian and military members from across the Headquarters, examined the alignment of responsibilities and authorities for the Headquarters' principal functions, including acquisition, headquarters management, human resources, information management, logistics, installation and facilities management, intelligence, operations, training, resource allocation, external affairs, and compliance. The application of proven business practices, organizational de-layering, and technological enhancements in the Headquarters will improve the efficiency and control of resource management and the effectiveness of the decision-making processes.

**FACTS:** Changes to Headquarters, Department of the Army as a result of this review are outlined below:

- The Secretary, Under Secretary, Chief of Staff, and Vice Chief of Staff of the Army will form an Executive Office of the Headquarters, intended to eliminate the existence of two separate decision making channels, clearly delineate responsibilities within the Headquarters, streamline the flow of information, and speed decision making. This construct creates a mechanism for more efficiently addressing the broad policy and planning requirements of the Army.

- The Executive Office concept is reinforced by the establishment of a more powerful Director of the Army Staff who will have responsibility for tasking and coordinating the entire Headquarters' staff to achieve the objectives of Army leadership. Responsibilities for administrative activities, which had migrated to the Director's office over the years, will now be assigned to the Director of Management, who will also have the title Vice Director of the Army Staff. Further, the Office of the Administrative Assistant will assume even more of the Headquarters administrative responsibility than in the past.

- The Secretariat, which over the past eight years had absorbed many operational elements of the Army Staff and assumed operational functions of both the Army Staff and field commands, will become a smaller, streamlined staff, retaining responsibility for policy formulation and strategic direction, as well as oversight of Army planning and resource management. To establish direct linkages between policy and execution, assure unity of effort of the Headquarters, and streamline decision making throughout the staff, selected senior Army Staff principals will support their counterpart assistant secretaries of the Army. Under this construct, manpower in the Secretariat can be reduced.

- The Army Staff will continue to prepare detailed plans and programs, supervise execution of policy, plans and programs, and coordinate activities Army-wide in support of Title 10 functions. Additionally, the Army Staff will support the Chief of Staff as a member of the Joint Chiefs of Staff and the Vice Chief of Staff in his assigned Joint responsibilities. The Deputy Chiefs of Staff and the Director of Information Systems for Command, Control, Communications, and Computers will assume the historical G-staff designations to better clarify relationships and improve communications and coordination with the Joint Staff and subordinate Army staffs.

- The Army National Guard and the Army Reserve will integrate many of their existing separate headquarters' staff into key HQDA positions, where they will have day-to-day responsibility for assisting in policy formulation and developing detailed plans and programs for the entire Army. This effort reinforces initiatives already underway to strengthen the bonds between the three military components of the Army.

- The Army Acquisition Executive (AAE) will reorganize the Program Executive Office (PEO) structure to absorb all program managers and materiel acquisition missions from the Army Materiel Command. Effectively, all Army acquisition programs will come under the direct control of the AAE. Further, the Army will create a PEO/PM structure for munitions and adapt the existing information technology PM structure into a more streamlined organization.

- An Army Contracting Agency will be established to provide policy and oversight of Army contracting activities and assume control of regional and installation contracting offices.

- The Assistant Secretary of the Army (Installations and Environment) and the Assistant Chief of Staff for Installation Management will centralize

management of installations Army-wide through a system of regional directors. This is an extension of management systems already existing in USAREUR and MEDCOM. Elements performing installation related functions in other parts of the Army Staff would transfer to ACSIM. Details of implementation will be worked out over the next six months with the MACOMs.

- The Office of the Deputy Under Secretary of the Army (International Affairs) was disestablished 31 October 2001. International affairs missions and responsibilities will devolve principally to the HQDA offices to which they were originally assigned prior to 1995. This initiative will better align responsibilities within the staff. Concurrent with this action, the position of Deputy Under Secretary of the Army was created.

- The Deputy Chief of Staff for Personnel will become the G-1 and advise and assist the Assistant Secretary of the Army (Manpower and Reserve Affairs). The G-1 is planned to have a Reserve Component deputy and a civilian deputy. In regard to the latter, the G-1 will assume responsibility for civilian manpower management. Those civilian manpower offices now in OASA(M&RA) will be re-assigned to the G-1. The US Army Recruiting Command will be assigned to TRADOC and become part of an Accessions Command, also comprising initial entry training, Cadet Command, and Officer Candidate School, to achieve greater unity of effort.

- The Deputy Chief of Staff for Intelligence will become the G-2.

- The Deputy Chief of Staff for Operations and Plans will become the G-3 and remain focused on current operations and strategic planning. The requirements development functions and organization will change significantly with a new process to ensure appropriate review, validation and approval of all Army requirements. The DCSOPS/G-3 has responsibility for this effort. This will entail creation of a Director of Requirements in the G-3 and direct oversight of the requirements process by the Deputy G-3.

- The Deputy Chief of Staff for Logistics will become the G-4 and advise and assist the Assistant Secretary of the Army (Acquisition, Logistics, and Technology) on matters concerning sustainability. The G-4 will streamline the organization and reconfigure the Logistics Integration Agency, with automation programs moving to a program management office.

- The Director of Information Systems for Command, Control, Communications, and Computers (DISC4) will become the G-6 and as the Chief Information Officer (CIO) remain a principal advisor to the Army Acquisition Executive. The CIO / DISC4 will provide enterprise management of Army information management and networks through the establishment of the Network Enterprise Technology Command (NETCOM). The NETCOM will be made up from the Army Signal Command and other to be determined organizations and functions. The NETCOM will establish regional CIO offices in coordination with Centralized Installation Management to provide management and oversight of C4/IM for the region. This realignment parallels the recent assignment of

oversight of C4/IT funding to the DISC4 as a part of Army Knowledge Management. The CIO retains the imperatives of the Clinger-Cohen act and will be the approver of the Army C4/IM Architecture. Elements performing information management operations within HQDA will be consolidated into IMCEN as the single HQDA DOIM.

- The Deputy Chief of Staff for Programs will become the G-8 and advise and assist the Assistant Secretary of the Army (Financial Management and Comptroller) on matters concerning program analysis and POM development. The G-8, who remains focused on future forces, will retain responsibility for force structure, integration, and unit set fielding, as well as program analysis and evaluation. Further, the Concepts Analysis Agency will come under direct control of the G-8.

- The current two-star position of Deputy Assistant Secretary of the Army (Budget) will be elevated to a three-star Military Deputy for Budget and remain a direct assistant to the ASA (Financial Management and Comptroller).

- The US Army Intelligence and Security Command will assume responsibility for the US Army Central Personnel Security Clearance Facility (CCF) from the Total Army Personnel Command.

- The Auditor General continues essentially unchanged, except that he will assume oversight of Army internal review activities from ASA (Financial Management and Comptroller).

- The Chief, Public Affairs will consolidate disparate public affairs activities and staff across the Secretariat and Army Staff into the Public Affairs organization and provide Headquarters wide support.

- The Office of the Chief of Legislative Liaison (OCLL) serves as the sole directive agency for Department of the Army (DA) congressional affairs. The OCLL will formulate and supervise legislative affairs policies and coordinate the Army's relations with the Congress to gain support for Army budget, plans, programs, and policies.