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HEADQUARTERS, DEPARTMENT OF THE ARMY, THE SECRETARIAT, AND THE ARMY STAFF¹

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Many military officers lack experience at the enterprise level and do not understand the relationship between their Service Secretariat and its Service Staff. The nuances of the Secretariat-Staff relationship are often not understood until after much experience and seniority. This paper provides a review of this relationship for the Army. It describes the responsibilities of the Secretary of the Army and the Army Chief of Staff and provides a brief overview of how the Secretariat and the Army Staff are organized and operate to help them meet their responsibilities. This discussion relates specifically to functions assigned in United States Code (USC) Title 10.

ORGANIZATION AND LEADERSHIP

Secretary of the Army.

The Department of the Army is led by the Secretary of the Army (SA), a civilian nominated by the President and confirmed by the Senate. The SA operates under the authority, direction and control of the Secretary of Defense. By law, the SA may not be appointed to the position within five years after relief from active duty as a commissioned officer of a regular component of an armed force. Additionally, the SA has responsibility for and authority to conduct all affairs of the Department, specifically:

1. Recruiting.
2. Organizing.

3. Supplying.
4. Equipping (includes research and development).
5. Training.
6. Servicing.
7. Mobilizing.
8. Demobilizing.
9. Administering (including the morale and welfare of personnel).
10. Maintaining.
11. The construction, outfitting, and repair of military equipment.
12. The construction, maintenance, and repair of buildings, structures, and utilities and the acquisition of real property and interests in real property.

These functions are listed in USC Title 10, Section 3013 and are commonly referred to as the Army's Title 10 functions. Through the execution of these responsibilities, the Army provides trained and ready forces to meet combatant command requirements. Combatant commanders use these Army forces to accomplish their SecDef-assigned missions.

The Chief of Staff of the Army (CSA).

The CSA is appointed by the President and confirmed by the Senate and serves a four year term. The CSA has two major roles. First, as members of the Joint Chiefs of Staff, CSAs are

¹ The references for this paper are USC Title 10, Chapters 303 and 305, and General Order No. 2020-01, Assignment of Functions and Responsibilities within Headquarters, Department of the Army, 6 March 2020.

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tasked to give their best military advice to the President, the National Security Council, the Homeland Security Council, and the Secretary of Defense. Second, subject to the authority, direction, and control of the Secretary of the Army, the CSA:

1. Presides over the Army Staff (ARSTAF)
2. Transmits the plans and recommendations of the ARSTAF to the SA and advises the SA with regard to such plans and recommendations
3. Acts as the SA's executive agent supervising Army Commands, Army Service Component Commands, and Direct Reporting Units in execution of approved plans and recommendations.
4. Assists the SA by performing certain acquisition-related functions spelled out in Title 10 § 2547.

Headquarters, Department of the Army.

The Headquarters Department of the Army (HQDA) staff assists the SA in meeting the Title 10 responsibilities. The HQDA staff includes the Office of the Secretary of the Army (Secretariat) and the ARSTAF. HQDA Staff helps the SA by developing policies and programs, establishing and prioritizing requirements, and providing resources. The primary purpose of the HQDA Staff is "to support the SA and CSA in exercising their duties and responsibilities, support the Army's warfighting units; and support of the Army's Soldiers, Civilians and their Families." Army General Order 1 directs HQDA staff to give particular weight and primacy to the views of commanders in the field on issues facing the Army.³

Office of the Secretary of the Army (OSA).

Commonly referred to as the Secretariat, the OSA consists of the Undersecretary of the Army, a Deputy Undersecretary, five Assistant Secretaries (ASAs), and other military and civilian Directors. These include:

1. The Undersecretary of the Army (USA or Under) (4 star equivalent)
2. Deputy Undersecretary (DUSA) (3-star equivalent)
3. Assistant Secretary for Manpower and Reserve Affairs (ASA (M&RA)) (4-star equivalent)
4. Assistant Secretary for Civil Works (ASA (CW)) (4-star equivalent)
5. Assistant Secretary for Financial Management and Comptroller (ASA (FM&C)) (4 star equivalent)
6. Assistant Secretary for Acquisition, Logistics and Technology (ASA (ALT)) (4-star equivalent)
7. Assistant Secretary for Installations, Energy and Environment (ASA (IE&E)) (4 star equivalent)
8. (4 star equivalent)
9. General Counsel (GC) (4 star equivalent)
10. Administrative Assistant to the Secretary (AA) (3 star equivalent)
11. Chief Information Officer; CIO(TBD)⁴
12. Inspector General; IG (LTG)
13. Auditor General (3 star equivalent)
14. Chief, Legislative Liaison; CLL (Maj General (MG))
15. Chief, Public Affairs; CPA (MG)

The Assistant Secretaries and the Under are presidential appointees who require Senate confirmation. The Under has a civilian deputy and a LTG military deputy. All of the ASAs have a civilian principal deputy, and several civilian Deputy ASAs by function (e.g., Dep ASA (M&RA) for Military Personnel Policy). Two ASAs have LTG military deputies (ASA (FM&C), ASA (ALT)).

Generally OSA is responsible for developing policies and programs and overseeing their implementation. By law, OSA has sole responsibility within the Army for the following functions:

- Acquisition
- Auditing
- Comptroller

³Headquarters Department of the Army, General Order No. 2020-01, Assignment of Functions and Responsibilities within Headquarters Department of the Army, March 6, 2020, 1.

⁴Department of the Army; "Army Realigns Chief Information Officer Positions," 11 June 2020.

- Information Management
- Inspector General
- Legislative Affairs
- Public Affairs

No office on the Army Staff can be established to conduct these functions. Members of the Secretariat who perform these functions must also fully support the CSA and the ARSTAF.

The Army Staff (ARSTAF)

The ARSTAF consists of the CSA, Vice Chief of Staff (VCSA), Sergeant Major of the Army (SMA), Director of the Army Staff (DAS), seven Deputy Chiefs of Staff, and several special staff officers. All principal members of the ARSTAF are LTGs except as noted. These include:

- Deputy Chief of Staff, G-1 (DCS, G-1; Manpower/Personnel)
- Deputy Chief of Staff, G-2 (DCS, G-2; Intelligence)
- Deputy Chief of Staff, G-3/5/7 (DCS, G-3/5/7; Operations, Strategic Plans and Policy)
- Deputy Chief of Staff, G-4 (DCS, G-4; Logistics)
- Deputy Chief of Staff, G-6 (DCS, G-6, Signal)
- Deputy Chief of Staff, G-8 (DCS, G-8; Programming)
- Deputy Chief of Staff, G-9 (DCS, G-9 Installation Management)
- Chief, Army Reserve (CAR)
- Director, Army National Guard (D, ARNG)
- Chief of Engineers (COE)
- The Surgeon General (TSG)
- The Judge Advocate General (TJAG)
- Chief of Chaplains, MG
- Provost Marshall General (PMG), MG

The function of the ARSTAF is to provide military advice to the Secretariat with regards to policies and programs. They plan, supervise, execute, and report on the performance and progress of policies and programs. They are also responsible to support the Under, ASAs, CSA, and VCSA in areas of their functional

responsibility. The HQDA “Fishbone” Chart in Figure 1 shows the relationships between the Secretariat and the ARSTAF.

RESPONSIBILITIES AND FUNCTIONS

Below are specific responsibilities of the OSA and ARSTAF. Detailed lists of responsibilities and functions for each OSA and ARSTAF office are included in General Order 2020-01.

Execution of Title 10 Responsibilities.

Recruiting: The ASA (M&RA) is responsible for recruiting policy, programming, and oversight for all Army components (Active, Reserve, and National Guard). ASA (M&RA) develops the marketing and advertising strategy. The G-1 advises the ASA (M&RA) on these issues and oversees officer accession and enlisted recruiting policy formulation and integration, including recruiting and accession policy oversight to Army Recruiting Command, Cadet Command, Training and Doctrine Command, and the United States Military Academy. The Surgeon General, TJAG, and Chief of Chaplains also provide advice on and oversight of the recruitment of medical, legal, and religious professionals for the Army.

Organizing: The ASA (M&RA) is responsible for policy, programming and oversight of Army organization and force structure. The G-3/5/7, through the Force Management Directorate (DAMO-FM), is the ARSTAF proponent for developing and integrating Army force structure (all components) based on DoD and DA guidance, including manpower and cost constraints. DAMO-FM has the lead for the Total Army Analysis (TAA) process that leads to SA decisions on allocation of Army manpower to a specific force structure. Associated processes that feed into this function are the responsibility of ASA (FM&C) and the G-8 for programming and budgeting, ASA (IE&E) and G-9 for installation issues, and other directorates in the G-3/5/7 (DAMO-SS for Strategic Assessment and Guidance; DAMO-ZR for Prioritization).

Supplying: The ASA (ALT) is responsible for all logistics functions to include supply. The G-4 is the principal military advisor to the ASA (ALT) for this area and is the ARSTAF proponent for the integration of acquisition and logistics across all

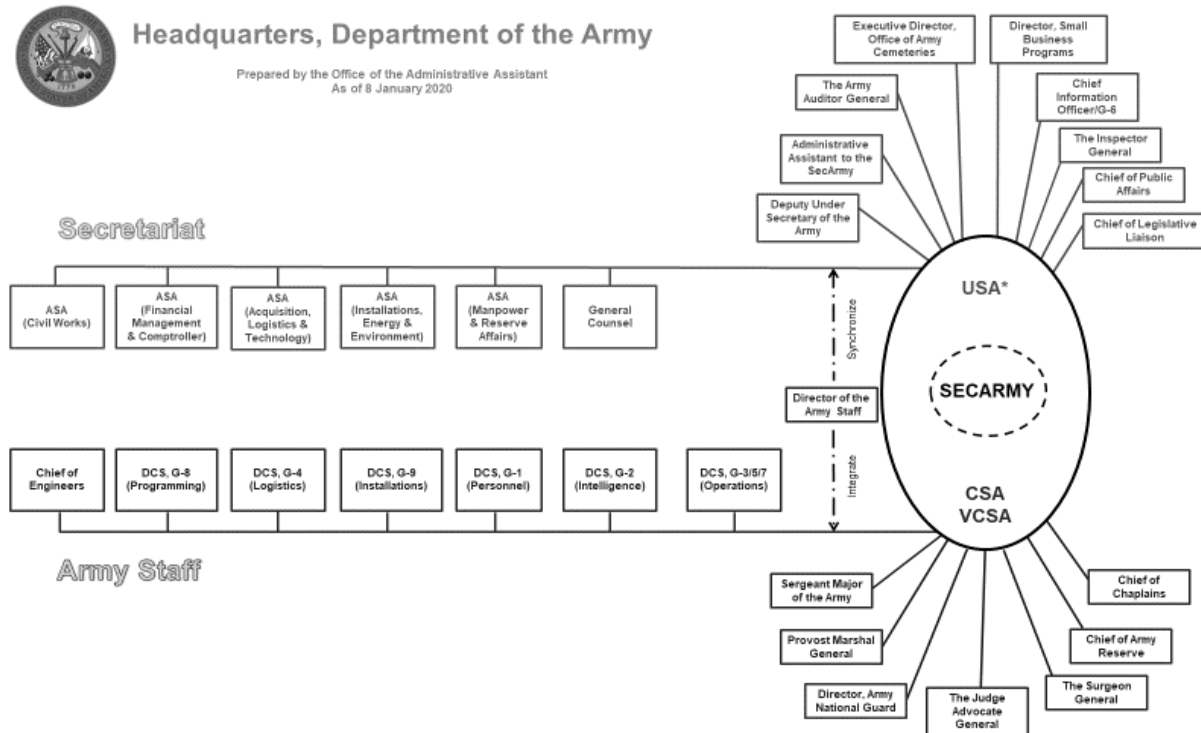


Figure 1. HQDA "Fishbone" Chart

areas of supply. The G-4 oversees policies and procedures that ensure effective logistics support to the Army. Additionally, the G-4 is responsible for planning logistics and sustainment at the HQDA level, providing guidance on logistics programs and budgetary input, monitoring worldwide logistics operations including materiel readiness, and overseeing the execution of Army logistics.

Equipping: The ASA (ALT) is the primary responsible official SA for equipping the Army. The ASA (ALT) sets the strategic direction for Army procurement, and is the sole authority for providing materiel solutions to satisfy equipment modernization requirements. The ASA (ALT) manages the Science and Technology effort that supports future acquisition and manages the Defense Industrial Base. Secretariat and ARSTAF responsibilities overlap related to equipping.

The CSA has specified acquisition related authorities that support this function. The CSA is responsible for assisting the SA in developing requirements, for balancing resources and priorities, and for controlling requirements growth. The CSA recommends tradeoffs between life-cycle cost, schedule, performance objectives, and procurement quantity, and terminates

development or procurement when programs become unbalanced or are no longer needed.

The G-8 works closely with the ASA (ALT), the ASA (FM&C), and the G-3/5/7 (among others) to develop and implement the program and budget for military equipment. The G-8 is the lead on the ARSTAF for equipping, synchronizing procurement, and fielding of materiel capabilities. The G-8 is responsible for oversight of the development, validation and approval of requirements for military equipment. The ASA (M&RA), through oversight of the organizing function, helps to oversee the execution and integration of equipping the force. The ASA (FM&C), through oversight of Planning Programming, Budgeting & Execution (PPBE), prioritizes the resources needed to equip the Army. The G-3/5/7 through the TAA process also identifies equipment needs based on the approved organization of the Army. The G-3/5/7 also recommends priorities for unit equipping priorities and schedules.

Training: The ASA (M&RA) is responsible for oversight of policies and programs pertaining to training, professional and leader education and development. The G-3/5/7 assists the ASA (M&RA) by overseeing Army efforts to achieve

appropriate individual, leader and unit training readiness. The Director of Training (DAMO-TR) is the Director within G-3/5/7 who manages the Army's training portfolio. The DAMO-TR manages and resources training facilities worldwide, develops policies and programs for professional military education, and manages civilian leader development for the DA civilian workforce. The G-1 also exerts influence in the education and leader development portion of this function through responsibility for management of human resources and talent management. Additionally, several other ARSTAF principals are responsible for providing advice and some oversight of training for individuals and units that fall within their functional purview; e.g., the G-2 for intelligence personnel and units.

Servicing: The Administrative Assistant to the Secretary (AASA) has specific responsibilities but this function is not well defined and so it is difficult to attribute responsibility within the Secretariat or ARSTAF. Most of the ASAs and DCSs have responsibility for providing services within their areas of responsibility or authority.

Mobilizing/Demobilizing: The ASA (M&RA) is responsible for all activities pertaining to mobilization, demobilization and access to the Reserve Components and for the Active Army during wartime. The G-3/5/7 assists the ASA (M&RA) in meeting mobilization and demobilization responsibilities for units and individuals. Additionally, the G-1 assists in the development and oversight of personnel policies and procedures regarding mobilization and demobilization of personnel.

Administering: The AASA is responsible for the administration function within DA. This includes specific responsibilities like records management, publishing, and, with the ASA (CW) and the G-1, management of Army regulations. All organizations in the OSA and the ARSTAF have administrative responsibilities regarding programs in their functional area; however, the AA is the accountable official for administrative functions.

Maintaining: The ASA (ALT) is responsible for the maintenance function within DA. This includes ensuring that life-cycle maintenance support is planned for and resourced in all materiel acquisition programs. The G-4 is

responsible for the integration and resourcing of maintenance into all Army plans and programs, and Army Materiel Command (AMC) is responsible for delivering materiel readiness for the Army through the Army's Depots.

Construction, outfitting and repair of military equipment: This function is similar to the Equipping and Maintaining functions. See those two paragraphs above.

Construction, maintenance and repair of buildings, structures and utilities and the acquisition of real property and interests in real property: The ASA (IE&E) is responsible for installations and real property. This includes acquisition (to include leasing agreements), management and disposal of real property and the construction, maintenance and repair of all buildings or structures on Army installations. The G-9 is responsible to the ASA (IE&E) for military advice and support. The G-9 plans, develops, implements, resources, oversees, and evaluates the execution of strategies, policies, plans, and programs for the delivery of installation services and infrastructure to support readiness. The G-9 also recommends standards for the condition of all installation property and for the evaluation of those conditions. Installation Management Command (IMCOM), a subordinate of AMC, is responsible for executing the plans for most Army installations. The COE also supports this function with policies and procedures for acquisition, management of title, and disposal of real property, and for execution of military construction.

Other Specific Responsibilities.

The USA is the Chief Management Officer for the Department in accordance with OSD directives. A Deputy Chief Management Officer and Director of the Office of Business Transformation (LTG) assist the USA.

The ASA (ALT) is designated as the Army Acquisition Executive and manages the Army Acquisition Corps.

The ASA (FM&C) oversees the Army's Planning, Programming, Budgeting and Execution (PPBE) process.

The GC is the legal counsel to the SA and the chief legal officer of DA and is responsible for any subject of law and other matters as SA may direct.

The DAS is directly responsible to the SA for synchronization and management of taskings and for ensuring that ARSTAF actions are coordinated with the policies and guidance of the SA, CSA, USA, and VCSA.

The CAR is also the commander of the US Army Reserve Command.

The COE is also the commander of the Army Corps of Engineers.

The Surgeon General is also the commander of Army Medical Command (MEDCOM).

The TJAG provides legal advice to the CSA, VCSA and the ARSTAF. The TJAG gives the SA and Secretariat legal advice only in coordination with the General Counsel. The TJAG oversees the actions of the Army JAG Corps.

The Chief of Chaplains assists the ASA (M&RA) with oversight of the Army Chaplains Branch.

The PMG is also the commander of Criminal Investigation Command.

The Director, ARNG has been delegated authority from the Chief, National Guard Bureau

(NGB) to represent ARNG equities in PPBE, to assist the ASA (M&RA) on policies impacting ARNG soldiers, to coordinate with DCS G1 and G-3/5/7 on personnel, mobilization, and training policies, and to coordinate between the NGB head of contracting and the Army's senior procurement executive.

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ACRONYMS

AASA	Administrative Assistant to the Secretary of the Army
ASA	Assistant Secretary of the Army
AAE	Army Acquisition Executive
AMC	Army Materiel Command
ARSTAF	Army Staff
ASA (ALT)	Assistant Secretary of the Army for Acquisition, Logistics and Technology
ASA (CW)	Assistant Secretary of the Army for Civil Works
ASA (FM&C)	Assistant Secretary of the Army for Financial Management and Comptroller
ASA (IE&E)	Assistant Secretary of the Army for Installations, Energy, and Environment
ASA (M&RA)	Assistant Secretary of the Army for Manpower and Reserve Affairs
CAR	Chief of the Army Reserve
CIO	Chief Information Officer
CLL	Chief, Legislative Liaison
COE	Chief of Engineers
CPA	Chief, Public Affairs
CSA	Chief of Staff, Army
DAS	Director of the Army Staff
DCS	Deputy Chief of Staff
DUSA	Deputy Undersecretary
GC	General Counsel
HQDA	Headquarters, Department of the Army
IG	Inspector General
IMCOM	Installation Management Command
MEDCOM	Medical Command
OSA	Office of the Secretary of the Army
PPBE	Planning Programming, Budgeting & Execution
PMG	Provost Marshall General
SA	Secretary of the Army
SMA	Sergeant Major of the Army
TAA	Total Army Analysis
TJAG	The Judge Advocate General
TSG	The Surgeon General
USA or Under	Undersecretary of the Army

USC

United States Code

VCSA

Vice Chief of Staff, Army