

# OAA Handbook



5 September 2023



## MESSAGE FROM THE 12TH ADMINISTRATIVE ASSISTANT

I am honored to take part in the revival of the Office of the Administrative Assistant to the Secretary of the Army (OAA) Handbook more than two decades after it was last published. This reference has been developed to assist recently appointed principal officials, valued OAA customers, and newly assigned employees as they familiarize themselves with our organization and the key services we provide.

Much has happened to OAA since 2000—none more significant than the heartbreaking loss of 40 employees during the 9/11 attack on the Pentagon. Although greatly affected by the tragedy, the OAA team rallied to reconstitute the key enablers that allowed the Headquarters, Department of the Army (HQDA) to continue its vital mission to the Nation.

Following 9/11, and after more than 200 years of being colocated with the Secretary of War/Secretary of the Army, many of OAA's directorates were transferred outside of the Pentagon. The combined effects in 2005 of the Pentagon Occupancy and Space Allocation Study and Base Realignment and Closure (BRAC) resulted in a majority of OAA relocating to Fort Belvoir, Virginia, in 2011. Also noteworthy was the massive growth in size and wide-ranging missions assigned to OAA after 2000. At its peak authorization, OAA had 4 field operating agencies with 30 assigned directorates before rapidly reducing in size and scope based on multiple HQDA reform initiatives.

Through the years, the duties of the organization have changed to reflect the needs of the Army and our customers. Amid OAA's ever-adapting mission, the support services rendered by its professional men and women since 1789 have remained exceptional. Our employees take pride in the organization's deep-rooted position in the history of the Department of the Army.

We remain focused on being the premier service provider while at the same time caring for our workforce to realize our motto: *CUSTOMER SERVICE and WORKFORCE EXCELLENCE!*

Mark F. Averill



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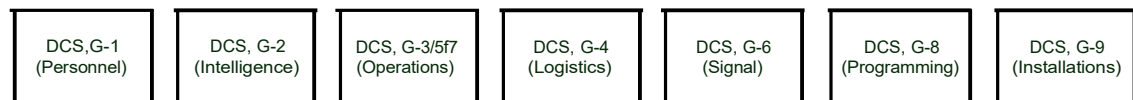
# Headquarters, Department of the Army

Prepared by the Office of the Administrative Assistant  
4 August 2023

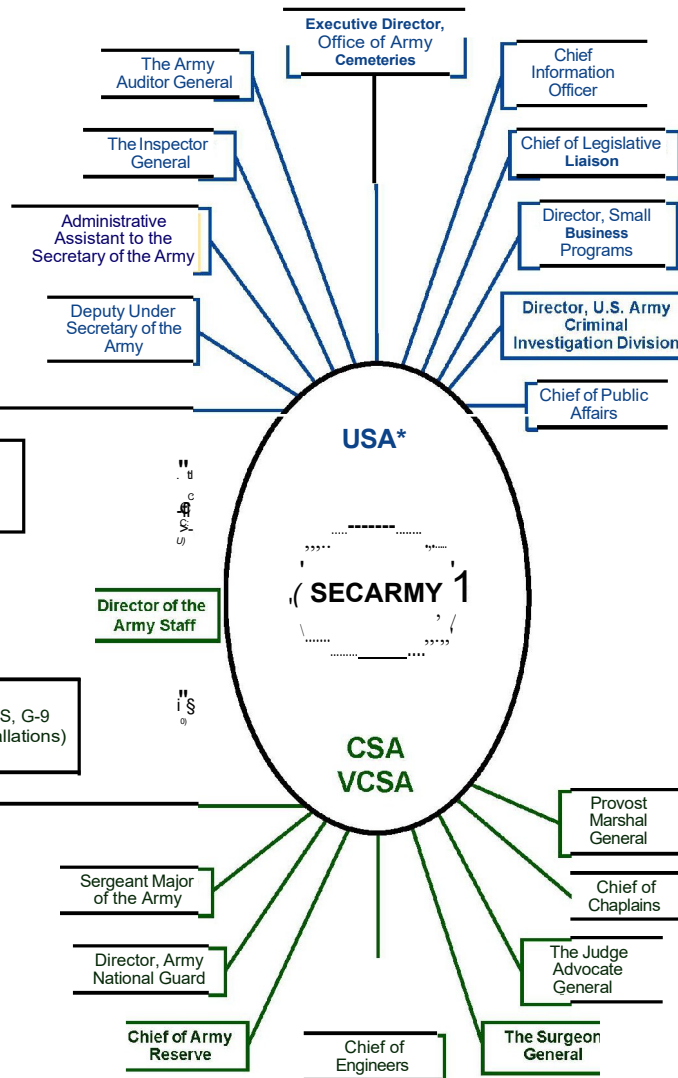
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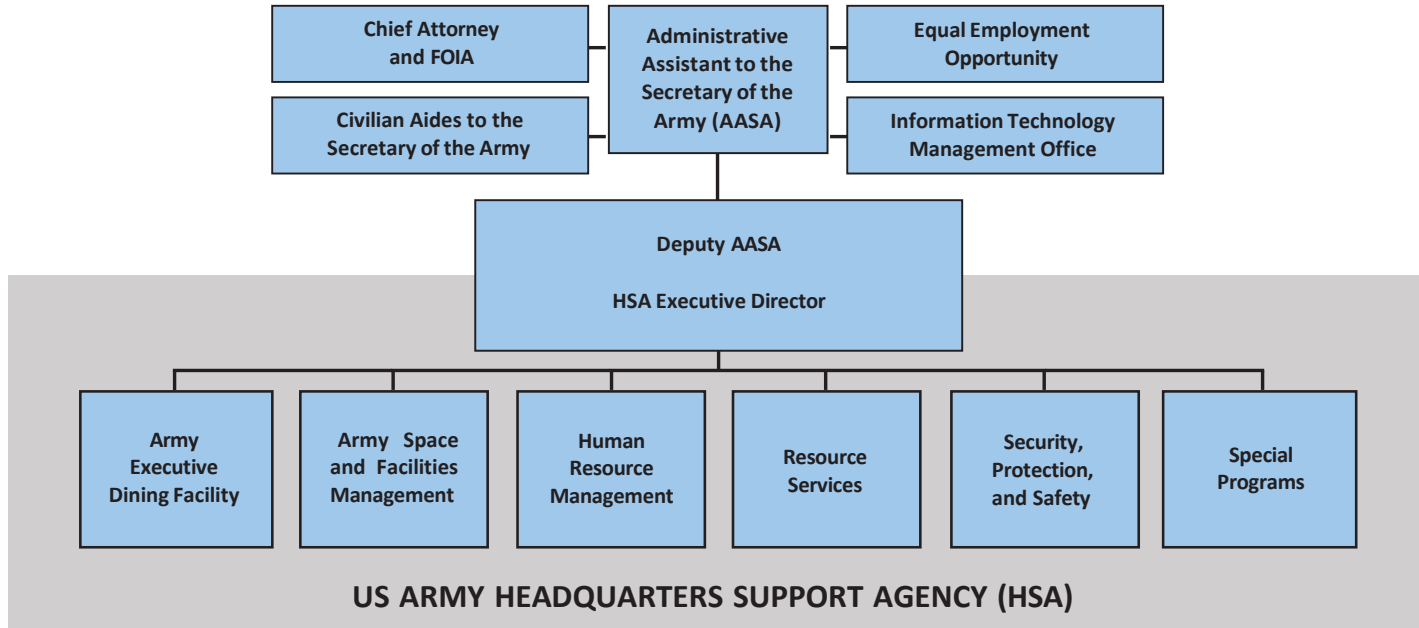
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## OFFICE OF THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY



### Our Mission

The Office of the Administrative Assistant (OAA) provides direct administrative and management support to the Headquarters, Department of the Army (HQDA)/OA-22 and enterprise-level services to Armywide organizations.

### Our Vision

An innovative, results-oriented organization recognized for customer service and workforce excellence.

### Our Motto

*“Customer Service and Workforce Excellence”*

## **Major Responsibilities of the AASA**

Senior career DA Civilian responsible for advising the Secretary of the Army; serves as the primary Army point of contact for political transition between administrations; oversees one field operating agency and several directorates that provide direct administrative and management support to the Headquarters, Department of the Army (HQDA) and enterprise-level services to Armywide organizations.

The AASA oversees one field operating agency and 9 directorates that provide direct administrative and management support to HQDA and enterprise-level services to Armywide organizations. AASA responsibilities include:

- providing direct support to HQDA, including financial management; human resource management; equal employment opportunity advisory services; safety, security, protection, and occupational health services; executive dining services; and space and facilities management services
- providing enterprise-level services to Armywide organizations, including the Army Gift Program, Army Conference Management Program, Army Federal Advisory Committee Management Program, Inter/Intra Army Committee Management Program, Army Fundraising Program, Army Official Representation Fund Program, and Army Emergency and Extraordinary Expense Fund Program
- facilitating political transition between administrations
- authenticating publications on behalf of the SECARMY
- providing administrative and management support, on behalf of the Secretary of the Army (SECARMY), to the Civilian Aides to the Secretary of the Army Program
- serving as liaison to the Civilian Marksmanship Program
- monitoring the SECARMY's Department of Defense (DoD) Executive Agent responsibilities
- coordinating SECARMY delegations of authority
- serving as a voting member of the Pentagon Governance Council (PGC), DoD Concessions Committee (DoDCC), Army's Executive Resources Board (ERB), Army Protection Program Board of Directors (APPBOD) and the Arlington National Cemeteries Advisory Group

## **Major Responsibilities of the DAASA**

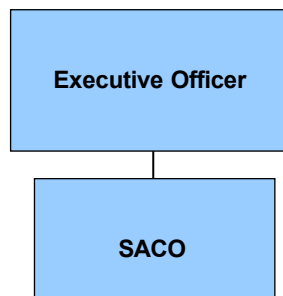
Serves as the principal advisor to and acts on behalf of the AASA; provides direct oversight for the field operating agency and directorates that provide direct administrative and management support to HQDA and enterprise-level services to Armywide organizations.

The DAASA manages special programs on behalf of the AASA and serves as:

- Executive Director of the Headquarters Support Agency (HSA)
- OA-22 representative on the Army's Planning Program Budget Committee
- Co-Chair on the HQDA Master Planning Board
- Chair of the HQDA Safety and Occupational Health Advisory Council
- Member of the Army Protection Program General Officer Steering Committee (APPGOSC); the Army Education Advisory Committee; Department of the Army Historical Advisory Subcommittee (FACA); Planning, Programming, Budget Committee (PPBC); and U.S. Army Family, Morale, Welfare and Recreation (FMWR) Board of Directors



**CUI**  
**Executive Officer**



The Executive Officer is responsible for:

- orchestrating the AASA's daily affairs, including providing counsel on a wide variety of HQDA direct support and Army enterprise matters
- overseeing daily operations of the OAA Editor and SACO Office
- maintaining a strong link between OAA and other principal officials while ensuring that all matters are executed at the appropriate level
- serving as the AASA's senior military advisor, recommending initiatives to improve the quality of life and readiness of OAA's military personnel

**History:** For almost two-hundred years prior to passage of the Goldwater-Nichols Defense Department Reorganization Act in 1986, the primary mission of the OAA was direct support to the Office of the Secretary of the Army (OSA) and later the Army Secretariat. Beginning in the early 1960s this was accomplished with two divisions, the Administrative Support Group (ASG) and the Resource Management Office (RMO). These organizations provided the OSA with financial and manpower management, civilian and military personnel management, property and office equipment management, correspondence and records management, automated data processing (ADP) support, space and facilities management, committee management and had tasking authority for actions required by the OSA.

After the passage of Goldwater-Nichols, OAA's mission greatly expanded to support all of HQDA (ARSTAF and Secretariat) and numerous Army and DOD organizations in the NCR. Authorizations from the ASG division were used to establish the Executive Communications and Control (ECC) Directorate and the Correspondence Analysis and Processing Branch (CAPB) to support the increased OAA mission.

In 1999, with the increasing size of the OAA missions and the need for lateral communications and coordination across the Secretariat and the Army Staff, the OAA added the military O-6 Executive Officer position commensurate with other HQDA Principal/Army Staff offices.

As a result of the 2002 HQDA Realignment Task Force (RTF), OAA was directed to transfer 19 authorizations and associated missions of the ECC and CAPB to the Director of the Army Staff. Following the ECC transfer, OAA established the SACO office within the Executive Services/Organizational Management Directorate. The OAA SACO along with the OAA editor are the central focal points for ensuring compliance with established procedures for the preparation of correspondence. Additionally, the SACO maintains and updates the tracking system and the appropriate distribution/closure of OAA taskers.

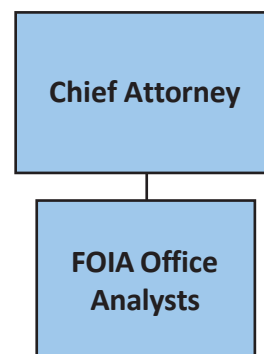
## The Chief Attorney and Freedom of Information Act (FOIA) Office

**Mission:** The Chief Attorney serves as legal counsel and ethics advisor to the AASA and as the senior advisor and Initial Denial Authority (IDA) for HQDA/Secretariat Privacy/FOIA program management.

**Location:** Pentagon

### Key Services:

- provides advisory and representational support services to all OAA elements as a fiscal, civil, and administrative law expert
- handles a wide variety of legal issues across the complete range of administrative, fiscal, ethics, installation, acquisition, and information law arising in HQDA and the Secretariat, with emphasis on OAA
- replies to HQDA FOIA requests on behalf of the SECARMY and acts as the IDA for the Army Secretariat
- provides counsel to the AASA on a wide variety of legal matters
- reviews OAA documents and publications for legal sufficiency
- responds to written and oral requests for advice on procurement issues



**History:** Historically, the AASA was responsible for matters pertaining to the administration of the Office of the Secretary of the Army, recommending general administrative policies and procedures for the Department of the Army, and reviewing legislation affecting the administration. The roots of the current Chief Attorney and HQDA FOIA Office can be traced back to the establishment of Defense Supply Services-Washington (DSS-W) organization in 1951 and the need to develop and review contractual sensitivities of procurement and supply. In 1995, the Chief Attorney Office was created with authorizations from DSS-W and established as a direct report to the AASA with primary responsibility for procurement, fiscal, ethics, and HQDA FOIA matters. Until 2001, the Chief Attorney also advised DSS-W and supporting trial attorneys from the Contract Appeals Division, Office of The Judge Advocate General. In May 2012, DoD directed each of the services to create a civil liberties program. In response, an Army Civil Liberties Program was established to develop Army policy and oversee the Army Program. The DAASA was designated as the Army Chief Civil Liberties Officer, and in March 2013, the Chief Attorney headed the Army Civil Liberties office in OAA. In December 2022, the OAA Army Civil Liberties functions moved to the Chief Information Officer (CIO). Today, the Chief Attorney Office (now designated as "Senior Counsel") is a direct report to the AASA, providing counsel on a wide variety of HQDA direct support and Army enterprise level matters across the complete range of administrative, fiscal, ethics, installation, acquisition, and information law arising in HQDA and the Secretariat.

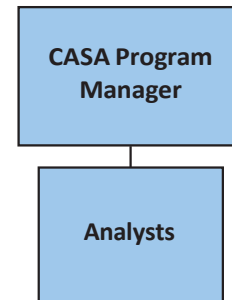
## Civilian Aides to the Secretary of the Army (CASAs)

**Mission:** Develops objectives and leads activities for the program to enable CASAs to disseminate Secretary of the Army priorities to the public, serve as America's link between the Army and civilian community Centers of Influence (COIs), and provide advice to Army leaders on public sentiments toward the Army.

**Location:** Pentagon

### Key Services:

- fills CASA vacancies, including soliciting nominees, convening a CASA Recommendation Panel, and preparing decision packages for SECARMY selection
- provides Virtual CASA training and briefings
- prepares CASA official travel authorizations and vouchers
- executes the annual national CASA conference
- disseminates briefings and other information to apprise CASAs of ongoing Army efforts
- monitors CASA performance through biannual significant activity reports (SARs) and compliance of ethical and regulatory requirements
- coordinates investiture ceremonies for appointed CASAs with the Army Protocol Office



**History:** The CASA program was founded in 1916, during the World War I era, as part of the Military Training Camps Association (MTCA). MTCA supported national defense through the military training of citizens who could be called to active duty in the event of war. In November 1922, Secretary of War John W. Weeks officially recognized MTCA as a “cooperating agency,” both to recognize its positive effect in preparing officers for war and to continue fostering voluntary military training. He approved an MTCA proposal that select members be appointed as civilian aides to the Secretary of War.

In 1940, Secretary of War Henry L. Stimson kept the system of civilian aides intact and, during World War II, the Army called on aides for important and, in some cases, highly confidential duties. In 1950, Secretary of the Army Frank Pace, Jr., redesigned the program to promote better relations between the Army and civilian communities. MTCA became part of the Office of the SECARMY in 1953 and was redesignated as the CASA program. The CASA program office was relocated for administrative and management support to OAA in July 2010 and designated as the CASA Directorate. For over 100 years, the CASAs have served as the Army's ambassadors in communities around the United States and its territories, providing critical connections to build partnerships and enhance relationships. Today, CASAs are business leaders, community leaders, and force multipliers appointed by the Secretary to advise and support Army leaders.

## Equal Employment Opportunity (EEO)

**Mission:** Promotes EEO across HQDA; provides training and alternative dispute resolution; manages the discrimination complaint process; offers advisory services, staff assistance visits, and workforce data/barrier analysis; and manages special emphasis programs, including the Disability Program and reasonable accommodations.

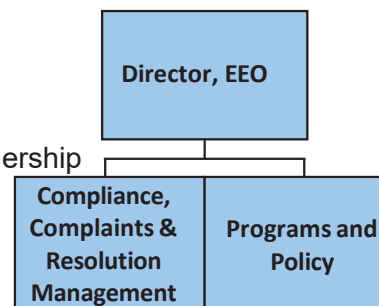
**Website:** <https://oaacustomer.army.mil/cac/EEO.aspx>

**Location:** Fort Belvoir

**Customer Base:** HQDA/OA–22 civilian employees and their leadership in the NCR

### Key Services:

- provides subject matter expertise, advice, and assistance in the management and execution of the Model EEO Program and initiatives as required by Federal guidelines to HQDA
- develops HQDA/OAA policies and procedures for:
  - EEO policy
  - EEO Complaint Process
  - Reasonable Accommodations
  - Alternative Dispute Resolution (ADR)
- develops and submits annual HQDA/OAA reports, including:
  - Disabled Veterans Affirmative Action Plan (DVAAP)
  - Federal Equal Opportunity Recruitment Program (FEORP)
  - Management Directive 715 (MD715) Reports
  - EEO Statistical Report: 462 Report
- administers the EEO Complaint Process:
  - EEO Counseling
  - Alternative Dispute Resolutions (ADR) Program/ mediation
  - settlement and judgment compliance
  - EEO awards certification in accordance with Army Regulation 672–20
- administers the Affirmative Employment Program:
  - assess the demographic representation of the civilian workforce
  - barrier Analysis
  - Disability Program Management
  - special emphasis programs (SEPs)
  - reasonable accommodations (RA)
  - personal assistance services
  - sign-language interpretation services
  - EEO outreach awards



- monitor Defense Organizational Climate Survey (DEOCS)
- provides EEO, Anti-Harassment, & No FEAR training

**History:** The Federal EEO program was established under the Equal Employment Opportunity Act of 1972. OAA's EEO office was originally assigned to Headquarters Services-Washington (HQS-W) when HQS-W was established as a separate field agency in 1978. In 1995, the EEO program was separated from HQS-W and redesignated as the Directorate for EEO, reporting directly to the AASA. Additionally, EEO provided periodic support to other local Army commands/organizations that were stationed in the NCR.

On 1 June 2001, the Directorate for EEO was relocated under the Office of the Deputy for Resources and Programs Agency (RPA), and the RPA Executive Director became a direct report to the AASA. The EEO directorate featured two branches—one focused on EEO administration and the other on EEO special programs. Under the direction of BRAC 2005, OAA relocated the Directorate for EEO from the Taylor building, in Crystal City, to building 1458 on Fort Belvoir, where it continued service to HQDA/OA-22 customers in the NCR. In the fall of 2015, the Directorate for EEO was redesignated as the Directorate of Diversity and Equal Employment Opportunity (DEEO) with two divisions: the Compliance, Complaints and Resolution Management Division and the Programs and Policy Division\*. In December 2022 the EEO was reassigned to the U.S Army Headquarters Support Agency while still reporting directly to AASA.

\*Program returned to the EEO structure and mission based on 2024 NDAA.

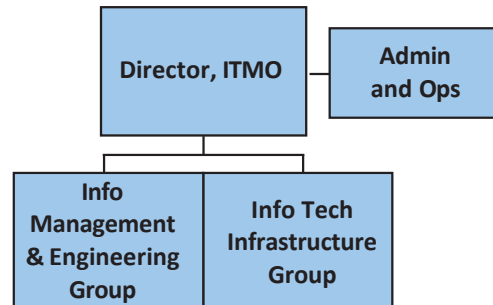
## Information Technology Management Office (ITMO)

**Mission:** Coordinates and provides information management (IM) and information technology (IT) support to OAA and its mission support directorates and activities. OAA services include oversight for content, knowledge and records management, software engineering, cybersecurity, sustainment of Cloud/legacy applications hosting environments and liaison with IT service providers (JSP and FBVA RNEC).

**Location:** Fort Belvoir

**Customers:** Internal OAA Directorates and Activities

**Key Services:**



- information management, including:
  - content, knowledge, records, data management
  - applications engineering lifecycle management
  - SharePoint support, including application enhancements
  - MS Azure Cloud/Web support
  - cybersecurity compliance and readiness
- information technology/telecommunications, including:
  - IT infrastructure support (workstations, datacenter, Cloud hosting)
  - IT assets/property management
  - telecommunications management (mobile devices)
  - liaison with IT service providers (the Joint Service Provider and FBVA Regional NEC)

**History:** The current ITMO can trace its earliest history back to 1981, when the AASA was responsible for effective administration of all elements of the Office of the SECARMY. One of those major responsibilities included automated data processing (ADP) service support. In 1987, Management Support and Services-Washington (MSS-W) was formed as a Joint and DoD activity with Executive Agency assigned to the SECARMY, who delegated that authority to the AASA to manage the integrated information program for HQDA and its support agencies.

In January 1993, the findings of the Shannon-Reimer study recommended that MSS-W be dissolved, and its 13 manpower authorizations allocated to OAA as part of a new HQDA Directorate of Information Managers (DIM). Two years later, the office was renamed the Information Management Support Center (IMCEN).

In May 2001, OAA was restructured to align three functional towers: the Deputy for Resources and Program, the Deputy for Installations & Operations, and the Deputy for Information Technology and Communications. IMCEN was renamed the Information Management Support Center and relocated to OAA's Office of the Deputy for Information Technology and Communications. Tragically, the Director of the Information Management

Support Center and several staff members were killed in the terrorist attack on 11 September 2001. Remaining members of the organization rallied to quickly rebuild the communications requirements necessary to get the Pentagon operational.

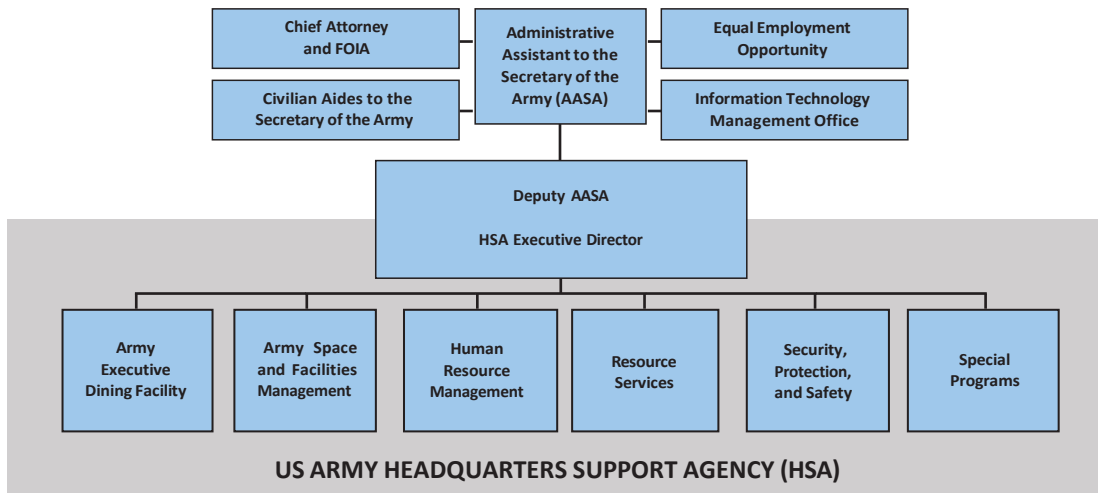
In 2002, the Office of the Deputy for Information Technology and Communications was redesignated as the Deputy for Information Technology and Communications & U.S. Army Information Technology Agency (ITA) within OAA. During 2009–2011, ITA worked with the HQDA BRAC office to implement the BRAC 2005 IT infrastructure recommendations. Army tenants in leased facilities were relocated to military installations and the Pentagon, reducing the number of leased buildings in the NCR. OAA had direct responsibility and oversight in the preparation and fit-out of 12 buildings on Fort Belvoir for inbound BRAC personnel. In 2011, ITA relocated to Fort Belvoir from the Taylor building in Crystal City in compliance with BRAC directives.

In 2015, DoD directed the consolidation of a single office to standardize IT across the Services, and the Joint Information Technology Single Service Provider-Pentagon (JITSP) was formed. This necessitated the transfer of all IT assets, including the Army Information Management Support Center, which moved to JITSP assigned to the Defense Information Systems Agency (DISA).

In 2017, JITSP was redesignated as the Joint Service Provider (JSP), and OAA signed a new memorandum of agreement with DISA and the DoD Office of the Chief Information Officer. Along with the new agreement for IT services, the AASA directed the establishment of the Information Technology Liaison Cell (ITL-C) to coordinate Army IT services provided to HQDA by JSP. By 2018, ITL-C was realigned to the HQDA Deputy Chief of Staff, G-6 and redesignated as the Information Technology Liaison-Division (ITL-D).

In 2020, OAA established a provisional IT office, and on 1 February 2021, the AASA formally established the Information Technology Management Office (ITMO) aligned under the U.S. Army Resources and Programs Agency. On 1 October 2022, ITMO was realigned under the U.S. Army Headquarters Support Agency while reporting directly to the AASA with the mission of providing direct IT support to OAA directorates and their employees.

## OAA DIRECTORATES





## Army Executive Dining Facility (AREDF)

**Mission:** Provides an appropriate facility where the Secretary of the Army, Chief of Staff of the Army, Under Secretary of the Army, and Vice Chief of Staff of the Army can dine and host special functions for foreign dignitaries, official visitors, and other guests; provides a private dining facility for the Army's senior civilian and military officials as well as personnel with approved memberships to the executive dining facilities of the Secretary of Defense, Joint Staff, U.S. Navy, and U.S. Air Force.

**Location:** Pentagon

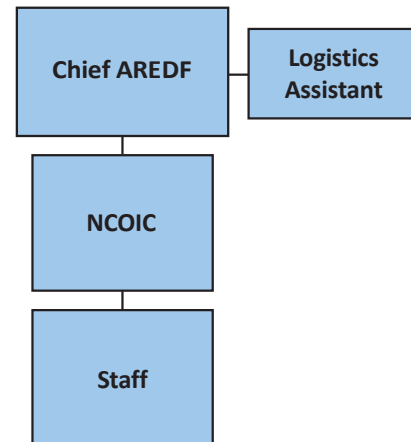
### Key Services:

- tray-run service for the SA, CSA, USA, VCSA
- seated dining
- carry out
- catering for eligible/invited members

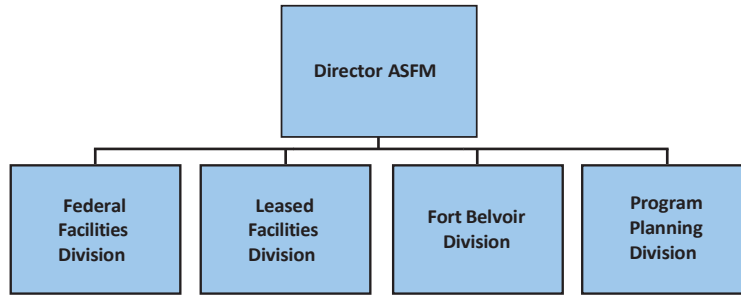
**History:** AREDF was originally established by General Brehon Somervell, Chief of the Supply Services, as part of the Secretary of War's office and approved by the Secretary of War Henry L. Stimson on 30 October 1942 in the Pentagon. Then called the General Officer's (GO) Mess No. 1, located in room 3E858, membership was limited to those specifically invited by the Secretary. There were no specific criteria for mess membership, but it is plain from the names on the initial list that membership was limited to approximately 24 Secretariat or Army Staff senior leaders. Meals were offered every day, and lunch cost 50 cents. In 1958, Administrative Assistant John W. Martyn placed in the files a memorandum for record stating that GO Mess No. 1 was deemed "essential for the efficient Operation of the Department of War." In May 1968, the mess was identified as a non-appropriated funds activity supporting senior civilians and military officers. It remained a self-sustaining non-profit making organization.

In the mid-1990s, the mess was renamed the Army Executive Dining Facility (AREDF) as part of the Army's transition away from the term "mess hall." In 1998, the AREDF was reassigned from the SECARMY's Office to OAA as a separate directorate under the Executive Director, Headquarters Services-Washington. On 1 June 2001, the AASA realigned the AREDF under the Director, Support Services-Washington within the new Executive Director, U.S. Army Services and Operations Agency. In 2015, the requirement to be a senior executive/GO working in the Pentagon was removed, and all senior staff were welcome to use the facility. The new policy and reciprocal agreements with the other Pentagon Service mess facilities resulted in a substantially increased AREDF customer base. In October 2019, AREDF was redesignated as a separate directorate under the U.S. Army Headquarters Services (previously known as the U.S. Army Services and Operations Agency). On 1 October 2022, AREDF was realigned under the U.S. Army Headquarters Support Agency.

Although the total membership has increased to more than 300, the dining facility has not changed substantially since its inception.



## Army Space and Facilities Management (ASFM)



**Mission:** Plans, manages, and administers a comprehensive real estate and facilities program for personnel at more than 30 locations. Space planning activities incorporate approximately 2.5 million square feet in the NCR for government owned and leased space. Services include space planning and management, lease administration, furniture acquisition, architectural and engineering services, renovation and modernization project planning, management and building maintenance, and mail distribution in the Pentagon.

**Locations:** Pentagon; Fort Belvoir; Taylor building

### Key Services:

- assists senior leadership and HQDA organizations with developing and implementing short/ long-range facility strategic planning, including renovation projects, space utilization studies, and alignment of facility assignments to mission requirements
- acquires and manages space within the Pentagon, other Federal facilities, or in leased facilities throughout the NCR through the Master Planning Board, providing lease management (including lease extensions, terminations, and space closeout for NCR and other limited CONUS locations for HQDA/OA–22 tenants)
- supports Army organizations by providing space planning, architectural and engineering services, interior design, furniture acquisition, and construction management oversight for build out of new space and renovation of existing space
- provides oversight and guidance for Army Pentagon exhibits and displays; manages the coordination of corridor permit applications; fabricates and installs various Army signage for Pentagon spaces/corridors in accordance with established policies
- processes incoming and outgoing mail for HQDA supported activities in the Pentagon, providing regularly scheduled mail distribution and pickup services to Army activities within the Pentagon and daily courier support for OAA between the Pentagon, Fort Belvoir, and other leased facilities in the NCR
- manages the Pentagon Auditorium
- ASFM is the HQDA-Level manager for MDEP QLEA Headquarters Requirements and coordinates with the overall Army QLEA MDEP manager as appropriate during POM cycles
- provides limited executive support to HQDA Principal officials and Army Staff, including logistical actions, supply acquisition, flag support, custom framing/carpentry, backup autopen support, and other special projects

- schedules property transportation and movement in support of HQDA (OA–22) customers located in the NCR

**History:** Starting in July 1853, the Administrative Assistant, then known as the Chief Clerk, was paid an additional \$250 annually to serve as Superintendent of the Northwest Executive Building through 1856 and again during 1869–1882. Located at 17th and Pennsylvania, this building was the home of the War Department. It would later be replaced by the much larger State-War-Navy Building. Thus began the Administrative Assistant’s historical involvement with space and facilities management.

The Pentagon was first occupied by the War Department in 1942, at which time the Secretary of War was given responsibility for the building. That responsibility was passed to his successor, the Secretary of the Army, on the establishment of the Department of Defense in 1947. This led to the creation of the Space and Building Management Service-Washington (S&BMS-W) Field Operating Agency in July 1953. The Secretary continued to exercise responsibility for the Pentagon and for all buildings in the NCR in which the Army was the major tenant until January 1979, when the Secretary of Defense, in a memo to the Secretaries of the Military Departments, directed that building administration be consolidated under the Office of the Secretary of Defense, Washington Headquarters Services (WHS). Army developed a S&BMS-W to serve as the space management and planning office of the Department of the Army.

In October 2000, S&BMS-W was redesignated as Installation Services Directorate under the newly established Headquarters Services – Washington.

After the 9/11 terrorist attack, Installation Services (IS) Directorate supported the rapid re-build efforts just 68 days after the attack by providing space management and facility expertise. Of the roughly 400,000 square feet (SF) of damaged office, space, approximately 227,000 SF was assigned to the Army and primarily affected OAA’s Resources Services-Washington Directorate and the Deputy Chief of Staff for Personnel office. The IS directorate worked with DoD, WHS, and the General Services Administration (GSA) to rapidly procure approximately 800,000 SF of leased space to accommodate 4,600 displaced DoD personnel. The IS directorate subsequently developed plans for Army re-occupancy of the Pentagon. The damaged office space once occupied by RS-W was rebuilt at the current site of the Pentagon 9/11 Memorial and Chapel.

In October 2001, the Installation Services directorate was redesignated as the Renovation & Space Management directorate under the new tower Deputy Installation & Operations as part of the larger reorganization of the OAA.

In 2002 the Deputy Installation & Operations was reorganized as the Deputy for Services and Operations & US Army Services and Operations Agency, and the Renovation & Space Management Directorate was renamed Space and Building Management Services (S&BMS). With the new name came additional duties and S&BMS assumed executive services missions (framing, flags, office supplies, etc.) transferred from the OAA Executive Services/Organizational Management Directorate.

In September 2005, the S&BMS was renamed the Real Estate and Facilities-Army (REF-A) Directorate as part of the U.S. Army Headquarters Services (AHS) Agency. REF-A played a critical role in both the 2005 POSAS I and 2022 POSAS II studies, the largest DoD Pentagon Reservation space validation efforts at the time. REF-A led the Army’s participation in the studies for Pentagon and leased space by collecting and validating hundreds of tenant surveys, verifying existing floor plans with on-site visits, and analyzing lease draw down actions and additional data

to defend the Army's space allocations or develop plans to accommodate displaced personnel. During POSAS I, the Army lost 276,624 SF of Pentagon space; during POSAS II, the Army gained 11,212 SF.

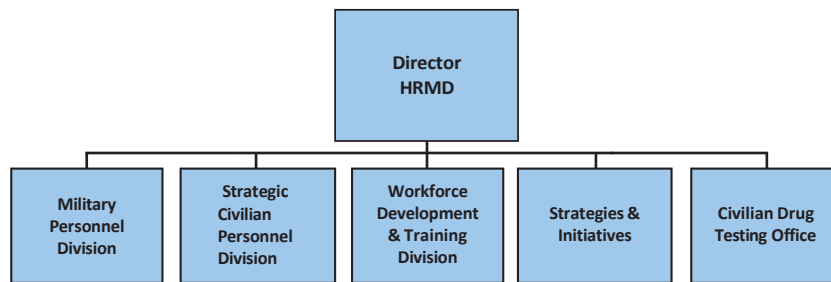
During 2009–2011, REF-A worked with the HQDA BRAC office to implement the BRAC 2005 recommendations, which resulted in the reduction of 1.28 million SF of leased office space in the NCR. Army tenants were relocated to military installations and the Pentagon, reducing the number of leased buildings from 56 to 29, equating to a 35% reduction in leased space. Over 6 years, REF-A worked with all affected tenants, HQDA, WHS, GSA, the U.S. Army Corps of Engineers, and DoD to plan, document, and execute facility renovations and tenant moves affecting more than 3,300 employees. REF-A had direct responsibility and oversight in the preparation and fit-out of 12 buildings on Fort Belvoir, VA, for inbound BRAC personnel. When Logistic Services Washington was inactivated in 2016, the Mail Distribution functions were moved to REF-A.

With the transfer of the Army Multimedia & Visual Information Directorate (AMVID) to OCPA, the Pentagon Auditorium management was moved under REF-A in Oct of 2022. This is the largest meeting venue in the Pentagon, providing support for the Office of the Secretary of Defense (OSD), Office of the Chairman of the Joint Chiefs of Staff, the Military Services, and other Federal agencies in the NCR.

In April 2023, REF-A was redesignated as the Army Space and Facilities Management (ASFM) Directorate under the new U.S. Army Headquarters Support Agency (HSA).

Today, ASFM continues to serve in its role as the administrative space management and planning office of the Headquarter, Department of the Army in its administrative space relationships with OSD, other DoD components, and GSA.

## Human Resource Management Directorate (HRMD)



**Mission:** Executes functions associated with the AASA's responsibility for providing human resources policy, planning, and guidance to more than 50 HQDA organizations, and over 6,500 HQDA Civilians and Soldiers, on strategic human capital management, workforce development and training, civilian drug testing, and civilian and military awards processing; advises on military human resources policy and guidance as well as the administration of HQDA Army Institutional Training on Temporary Duty.

**Location:** Fort Belvoir

**Customer Base:** HQDA/OA–22 civilian employees and OAA civilian and military employees

### Key Services:

- develops HQDA/OAA HR policies and procedures for:
  - civilian and military strength management
  - delegations of Civilian HR authorities, such as Superior Qualifications/Advanced in-Hire (AIH); 180-Day Waiver; Recruitment, Relocation, and Retention (3Rs); and Voluntary Early Retirement Authority (VERA)/Voluntary Separation Incentive Pay (VSIP)
  - performance management (DPMAP/DCIPS)
  - HQDA civilian fitness/wellness policy
  - telework/remote work/alternative work schedules
  - leave administration
  - the command deployment coordinator for the HQDA Army Expeditionary Civilian Workforce (AECW) program
  - HQDA ID card/CAC office (Fort Belvoir)
  - HR Exception to Policy within OAA
- administers the HQDA Civilian Drug Testing Program:
  - testing HQDA civilian employees, including random and pre-employment testing (locally/worldwide) and Army SESs and HQEs at the Pentagon (SECARMY, USA, AASA)
  - providing annual drug and alcohol training
  - providing contracted services funded by the Army Civilian Substance Abuse Program

- processes awards for approval, including:
  - SECARMY awards
  - honorary and military awards
  - public service awards
  - SECDEF awards approved by the Army
  - multi-Service awards
  - awards by non-Federal organizations
  - career service recognition for civilian employee
  - performance awards
- provides workforce development and training, including:
  - the HQDA professional development program
  - the Senior Enterprise Talent Management/Enterprise Talent Management (SETM/ETM) program
  - the Emerging Enterprise Leader (EEL) program
  - retirement/benefits seminars
  - coordinate and support Civilian Education System (CES) courses
  - the Competitive Professional Development (CPD) program, including the Harvard Senior Executive Fellow and Federal Executive Institute
  - the HQDA Institutional Training on Temporary Duty Program
  - student volunteer program

**History:** HRMD's origin can be traced back to the founding of the War Department. The Chief Clerk's initial responsibilities included the preparation of appointment instruments, changes in the status of civilian employees, and the submission of quarterly payrolls to the Treasury, as well as the maintenance of appropriate records, including oaths of office. Later, as the War Department grew and subdivided, the Chief Clerk began to issue rules about office hours, employee conduct, and other matters, which constituted the first personnel policies.

The Civil Service Act of 1883 and the new appointment procedures that followed increased the work such that an Appointment Division, led by an Appointment Clerk under the supervision of the Chief Clerk, was established under the Secretary of War in 1898. As responsibilities and workload continued to expand, particularly during WWI, the name changed from Appointment Division to Civilian Personnel Division in 1919, with the appointment of the Department's first Director of Personnel in 1939. Meanwhile, the Administrative Assistant continued to sign his name "By order of the Secretary of War:" on instruments of appointment and change in status of civilian employees throughout the War Department until that task became so overwhelming that others had to be authorized to sign his name for him. Beginning in 1940, field offices were established to process most of these actions outside of Washington. They carried facsimile signatures of the Administrative Assistant, initialed by the field office managers.

Although the authority to process personnel actions was delegated to installation commanders in 1942, the Administrative Assistant had a continuing role in the oversight of the civilian personnel program of the War and Army Departments through the rest of the 1940s. During 1941–1946,

William H. Kushnick served as the War Department's Director of Civilian Personnel and is credited with helping to define the Army's civilian personnel program, decentralizing authority for the program, and helping to establish levels of responsibility for civilian personnel management. The William H. Kushnick Award was established in 1968 by a group of citizens who served on the staff of the Secretary of War during World War II to memorialize Director Kushnick's significant contributions and long-lasting impact on the Army's civilian personnel community. This prestigious award is the highest form of recognition for the Army's civilian human resources community. It is sponsored by the Army Civilian Personnel Alumni Association, an organization of former and current Army Civilian personnel.

The Army recognizes excellence in leadership to honor John Williams Macy, Jr., who joined the War Department as Mr. Kushnick's Assistant Director of Civilian Personnel from 1942 to 1943. In summer 1943, he chose to join the World War II fight by enlisting to serve in the U.S. Army, where he attained the rank of captain fighting in the China theater during 1943–1946. He returned to the War Department, taking over for Mr. Kushnick and serving as the Director of Civilian Personnel for a short period before leaving in 1947. He served in various capacities in senior leader appointments by Presidents Eisenhower, Kennedy, Johnson, and Carter over the following decades, as well as private roles leading the Corporation for Public Broadcasting and chairing the Civil Service Commission. In 1988, the U.S. Army established the John W. Macy, Jr. Award to honor his six decades of distinguished service to the Nation. The award recognizes demonstrated excellence in the leadership of civilians by an Army military or civilian supervisor.

Personnel and Employment Service Washington (P&ES-W) was established in 1974 as an OAA field activity (broad NCR vs. the HQDA/OA–22 mission) and reassigned in 1981 to the OAA Coordinator for Headquarters Services.

In 1995, the Director of P&ES-W was tasked to form the Personnel Directorate, reporting directly to the AASA, responsible for providing advice and policy guidance on civilian and military personnel management; morale, welfare, and recreation services management; and special voluntary program management (such as the Combined Federal Campaign and Army Emergency Relief).

In 1996, civilian personnel operations were transitioned from P&ES-W to a newly established Civilian Personnel Advisory Center (CPAC) under the Army's initiative, "Regionalization." HRMD transferred 33 authorizations to support the formation of the CPAC which is located on Fort Belvoir, VA.

Under the concept of regionalized civilian personnel servicing, managers and commanders were given the capability to process personnel actions, were trained to use new automated tools, and acquired accountability for the personnel actions they processed. With the new division of labor, personnel specialists at CPACs were responsible for advising managers and commanders on their new roles, while back-room processing of personnel actions was accomplished at a regional location. The Army educated its customers on civilian personnel office regionalization through video teleconferencing, news bulletins, and brochures.

On 1 June 2001, the P&ES-W Directorate was redesignated as the Human Resource Management Directorate (HRMD) and relocated under the Executive Director, Resources and Programs within the U.S. Army Resources and Programs Agency (RPA). In August 2001 the Military Personnel Division (MPD) was relocated to Rosslyn and later moved in 2003 to the Taylor Building. A small 3-5 man in processing team (Mil/Civ) was kept in Pentagon. In mid-2003, 45

Contractors from SI International arrived for a phased replacement of all 60 Military personnel in the MPD with only the 3 Civilian supervisors remaining.

On 19 March 2006, the OAA Senior Executive Management Office transferred 10 authorizations to the DUSA to enable the formation of the Civilian Senior Leader Management Office (CLSMO). In early 2007, MPD contractors were downsized to 35 contractors and the contract ended in September 2007 and the remaining 35 were released. On 30 September 2007, OAA transferred 12 civilian authorizations and all HQDA MPD missions from OAA to the Fort Myer Military Personnel Division (MPD). The 3 Civ positions (Supervisors), along with the 5 military members of the OAA PAC remained in OAA and focused on OAA Awards, Strength Management, ID cards and other tasks in Crystal City.

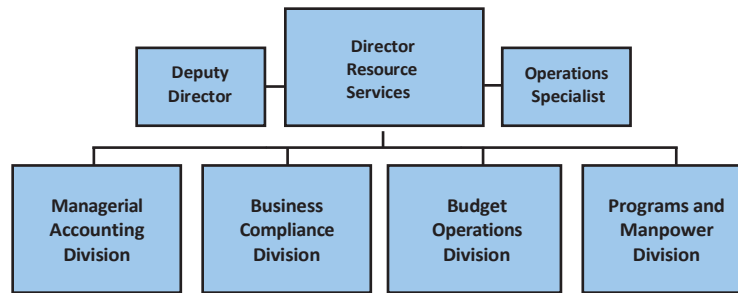
In 2011, HRMD relocated to Fort Belvoir, VA, as part of the U.S. Army Resources and Programs Agency (RPA) from the Taylor building in Crystal City in compliance with BRAC 2005 directives.

In Oct 2022, as part of the OAA restructuring, the HRMD was realigned under the newly formed US Army Headquarters Support Agency (HSA).

HRMD continues to play a vital role in all HR programs and services for the more than 6,500 authorized HQDA civilian employees and military service members.



## Resource Services Directorate (RSD)



**Mission:** Provides resource and force management support for HQDA activities, including the Secretariat and Army Staff and their field operating agencies, which perform a variety of readiness and operations support functions Army-wide. Resource Services manages the Planning, Programming, Budgeting, and Execution process of more than \$4B in multiple appropriations annually for HQDA organizations and their activities under Operating Agency 22 (OA 22).

**Location:** Fort Belvoir

**Customers:** HQDA and its field operating agencies, the Army Secretariat, and the Army Staff **Key**

### Services:

- manages resources, including financial and programmatic budget functions, manpower and force management, and managerial accounting/audit readiness
- provides acquisition support services to OAA Directorates
- operates the Automated Time Attendance and Production System (ATAAPS)
- processes civilian payroll
- sustains the General Fund Enterprise Business System (GFEBS/GFEBS-SA)
- provides command support for the Defense Travel System (DTS), Government Travel Charge Card (GTCC), and G-Invoicing
- supports Association of the U.S. Army events, Medal of Honor events, and the annual Army Birthday Week in the NCR
- serves as principal advisor to 29 HQDA Resource Management Offices
- serves as the HQDA Career Program Coordinator and main POC for the Comptroller (CP-11) program
- manage three types of accounts:
  - HQDA operations
  - centrally managed (enterprise programs)
  - Army Executive Agency

**History:** RSD can trace its origins to the earliest days of the War Department. In 1789, the Chief Clerk was responsible for the effective administration to all elements of the Office of the Secretary of War, including comprehensive resource and general management programs and budgeting. In 1816 the position of Pay Master General was added to the Chief Clerk's staff with the Pay Master General listed 3<sup>rd</sup> in rank with the Department of War.

In December 1817, under Secretary John Calhoun and Chief Clerk Van Deventer, the volume of business in the Secretary's office was sufficient for the employment of about 20 clerks. The senior clerks became versed in specialized laws, regulations, and precedents related to War Department affairs, daily office correspondence, record keeping, and handling accounts and claims of former Soldiers. The gradual, modest enlargement of the Secretary's staff could not keep pace with all the matters of substantive detail that his responsibilities encompassed. Between 1812 and mid-century, Congress created various subordinate units, including a Pay Department, within the War Department to alleviate the burden. In 1859, John Potts was officially listed as the first Disbursing Clerk just under the Chief Clerk in the order of precedence within the Department of War.

On 4 March 1874, an act of Congress provided that "when, from illness or other cause, the Secretary of War is temporarily absent from the War Department, he may authorize the Chief Clerk to the Department to sign requisitions upon the Treasury Department, and other papers requiring signature." In announcing the appointment of John W. Martyn as Assistant and Chief Clerk in January 1931, Secretary of War Patrick J. Hurley described Martyn's position as that of "Administrative Assistant to the Secretary of War" and assigned Martyn additional responsibilities, including the management and expenditure of contingent funds and the procurement of general supplies and services for the Department. The Procurement and Accounting Division in the Office of the Administrative Assistant to the Secretary of War performed these duties.

In the Army Regulation 10-5, dated 1 November 1978, the AASA was charged with additional HQDA support roles, including budgeting. The Goldwater-Nichols Department of Defense Reorganization Act of 1986 consolidated functions that are either "civilian in nature" or "key to effective civilian control" in the Service Secretariats. The Resource Services-Washington was originally established in 1986 as the Financial Operations Services Activity (incorporating OA-22), a Joint and Defense agency under OAA, responsible for resource management of the Secretariat and its field activities.

During 1988, this resulted in the phased consolidation of HQDA resource management from the Office of the Chief of Staff of the Army, The Adjutant General Center (TAGCEN), and U.S. Army Finance Accounting Center in St Louis into the Financial Operations Services Activity, which was subsequently renamed Resource Service-Washington (RS-W) under the Administrative Assistant. At the time, RS-W supported activities at HQDA as well as worldwide. The budget encompassed 20 appropriations, exceeding \$4.3 Billion, supporting 209 separate organizations, and services with approximately 35,000 people through one finance and accounting office. The organization had 147 of its personnel in St. Louis, Missouri, performing finance and accounting support for HQDA. The remainder were located in the Pentagon and provided dollar and manpower resource management services to HQDA.

In 1989, the Director for Resource Service-Washington (RS-W) reported directly to the Administrative Assistant on Departmental requirements (OA-22), supporting 42 organizations in HQDA and the NCR. With the establishment of Defense Finance and Accounting Service (DFAS) on November 26, 1990, several finance centers were established by DoD Directive 5118.5, "Defense Finance and Accounting Service," Defense Management Review Directive (DMRD) 910 mandated in December 1991 to capitalize and consolidate Department of Defense (DoD) operating finance & accounting operations in DFAS by November 1992. As recommend in the 1992 Shannon-Reimer Report, 74 spaces from RS-W operation in St. Louis, were transferred to Defense Finance & Accounting Service (DFAS) to meet the intent of DMRD 910.

In 1992, the Resources Service-Indianapolis (OA-32) was placed under RS-W control. RS-I closed in 2010, and the Army Enterprise Accounts managed by RS-I were moved under RS-W.

In 1999, RS-W was completely realigned under the Executive Director, Headquarters Services - Washington HS-W. On 1 June 2001, the Administrative Assistant realigned OAA around two core functions: executive responsibilities and management responsibilities. Under that realignment, RS-W was re-designated as the Resource Management Directorate (RMD) under the newly formed Resource and Programs Agency (RPA).

RMD had just moved into the new space in the Pentagon when, on 11 September 2001, it lost 33 of the 40 OAA employees killed in the terrorist attack. The Director of RMD pulled the remaining staff together to restart Pentagon operations and to facilitate the funding necessary for recovery operations and year-end closeout. Previous members of RMD voluntarily returned to the Pentagon to assist in the effort. Within days, RMD was fully functional.

In March 2008, the Resource Management Directorate (RMD) was renamed Resource Services-Washington (RS-W). In 2011, in compliance with BRAC directives, RS-W relocated from the Taylor building, in Crystal City, to Fort Belvoir, VA.

In 2022, RS-W was renamed as the Resources Services Directorate (RSD) and reassigned to the newly created U.S. Army Headquarters Support Agency (HSA). RSD continues to provide resource and force management support to more than 27 different HQDA organizations from the Army Secretariat, Army Staff, and their field operating agencies. RSD performs a variety of readiness and operations support functions managing the Planning, Programming, Budgeting and Execution for HQDA/OA-22.

## Special Programs Directorate (SPD)

**Mission:** Supports Army enterprise programs for conferences, gift acceptance, official representation funds, committee management, DoD executive agent and SecArmy delegations, and operational support airlift; National Capital Region programs for the Combined Federal Campaign, Army Emergency Relief, Mass Transit Benefits and HQDA welfare funds; and OAA Risk Management Internal Controls and Customer Satisfaction stewardship of resources and ensures customer service excellence, managing program policy and providing education, oversight, and approval processes.

**Location:** Fort Belvoir

**Website:** <https://oaacustomer.army.mil/cac/SPD.aspx>

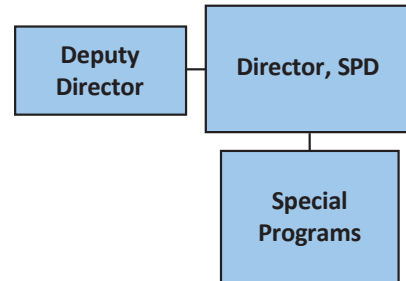
**Customers:** Armywide, NCR/HQDA, and OAA

**Key Services:** SPD is responsible for overseeing—

- Army conference management
- Army gift policy
- Federal Advisory Committee Act committee management
- intergovernmental and intragovernmental Army committee management
- DoD executive agent responsibilities
- delegations of SECARMY authority
- operational support airlift
- Emergency and Extraordinary Expense (EEE) actions
- Official Representation Funds actions
- Army fundraising policy
- NCR Combined Federal Campaign activities
- HQDA Army Emergency Relief Campaign activities
- NCR Mass Transit Benefit Program
- HQDA Welfare Fund
- OAA risk-management internal controls
- OAA customer satisfaction assessment
- OAA Organizational Inspection Program

**History:** SPD's roots trace back to 1981. Prior to that, the studies and analyses of Department-wide administration, including the Committee Management Program, were accomplished by the Administrative Assistant's Studies and Analyses Staff. The staff was redesignated in 1981 as the Studies and Analyses Directorate, a direct report to the AASA. It was responsible for conducting special analyses and studies on significant Army issues of personal interest to the Secretary, for Presidential transition, and for other administrative and management functions, including the Army Committee Management Program and organizational studies/surveys as required. The office was redesignated as the Policy and Plans Directorate in 1987 after implementation of Goldwater-Nichols Act.

HQDA's reorganization in 1986 caused a major shift of resources and responsibilities to the Administrative Assistant. By 1988, this resulted in the phased consolidation of HQDA programs (Army Gift Program and Army Fundraising) from The Adjutant General Center to OAA. The

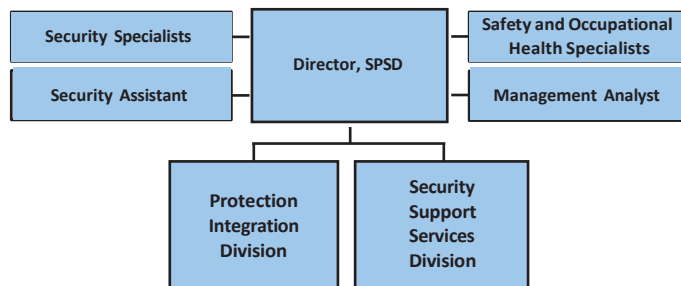


Policy and Plans Directorate was a direct report to the AASA for HQDA and Armywide policy (ARs, DAPAMs, etc.). On 1 June 2001, the AASA realigned the OAA under two core functions: executive responsibilities and management responsibilities. The Policy and Plans Directorate was redesignated as the Executive Support Office and continued as a direct report to the AASA. However, the HQDA and Armywide policy requirements were moved under the three newly formed Field Operating Agencies.

In 2011, in compliance with BRAC 2005 direction, OAA moved the directorate from the Taylor building, in Crystal City, to Fort Belvoir. Also in 2011, the Secretary of the Army recognized that having decentralized control over Army conferences led to inconsistent implementation. He tasked the AASA to provide centralized management of the Army conference program, expanding oversight from a HQDA-centric focus to an Armywide mission. In October 2012, the organization underwent restructuring and realignment. The “conference team,” formerly part of the Special Programs Office, became the Army Conference Management Directorate (ACM). In October 2016, OAA disestablished both ACM and the Analysis and Integration Cell Directorate and created the Special Programs Directorate (SPD) as part of an OAA-wide reorganization to “de-layer” the organization and improve function and efficiency. Functions and personnel moving to SPD included Army Conference, Army Gifts, Committee Management, Executive Agents, Mass Transit Benefit Program, Management Internal Control and Organization Inspection Program, Combined Federal Campaign, Army Emergency Relief, and Customer Satisfaction and Performance Management.

In 2016, SPD was located under the Executive Director, RPA. In 2018 and 2020, SPD functions were expanded by the following programs: Secretary of the Army Delegations of Authority and Department of the Army Welfare Funds. In October 2022, SPD was assigned to the newly redesignated U.S. Army Headquarters Support Agency.

## Security, Protection, and Safety Directorate (SPSD)



**Mission:** Ensures the integration and synchronization of protection, security, and safety programs to assure the operational resilience of HQDA in the NCR; carries out the Command Security Manager function; provides HQDA locksmith services; and manages Army-related parking requirements for the Pentagon.

**Locations:** Fort Belvoir; Pentagon

**Customer Base:** HQDA personnel in the NCR, the White House, and the Joint Staff's National Military Command Center

### Key Services:

- serves as the HQDA Command Security Manager
- oversees OAA COOP planning
- integrates and synchronizes Army protection program functions for HQDA in the NCR
- manages the HQDA Safety and Occupational Health Program in the NCR
- provides nuclear surety support to the White House, and Joint Staff
- provides communications security support to HQDA in the NCR
- provides locksmith services to HQDA in the NCR
- manages Army-related parking requirements for the Pentagon

**History:** SPSD's roots trace back to 1981. The Security Office was formed under the Director of Headquarters Services-Washington. The office was responsible for working with Army Staff, OSD, JCS, and other Federal agencies; and the Secretariat points of contact on continuity of government with other government agencies and coordinating the Office of the SECARMY participation in large-scale command post exercises. The Security Office performed the civilian employment security program and security functions for the Office of the Secretary of the Army.

As a result of the DoD Reorganization Act of 1986, the Administrative Assistant was given various support organizations and became the manager of all operational support for HQDA. On 29 June 1987, the Safety Office transferred from the U.S. Army Adjutant General Center (TAGCEN) to Headquarters Services-Washington under the control of the AASA. On 1 July 1987, the Army Staff Personnel Security Office transferred from the Military District of Washington (MDW) to Headquarters Services-Washington. In 1995, the Security Office and the Occupational Health and Safety Office were merged under the newly formed Directorate of Safety, Security and Support Services-Washington (SSSS-W, or S4-W). S4-W was a diverse, complex organization that supported all of DoD in the NCR for a variety of services, including motor transport, travel, administrative support, household goods, research and library, fitness, family support, and property accountability.

S4-W also provided safety, occupational health, personnel, and physical and computer security programs. SSSS-W was aligned under the Executive Director of the Headquarters Services-Washington.

Ultimately, S4-W was dissolved, and the Security and Safety Directorate (SSD) was formed and aligned under the new Executive Director, Services and Operations within the U.S. Army Services and Operations Agency. Prior to the start of FY 2000, the Central United States Registry (CUSR) was transferred into SSD from the U.S. Information Systems Command-Pentagon. As part of the May 2001 OAA Functional Implementation Plan, the communications security and nuclear surety missions were reassigned to SSD from the Network Infrastructure Services Agency-Pentagon (NISA-P (formerly SAM)) on 1 October 2003.

In the aftermath of 9/11, SSD was heavily involved in the recovery of the Pentagon. On the night of 11 September 2001, the Commander, SSD and the Non-commissioned Officer-in-Charge worked with the SECARMY's POC in the Army Operations Center (AOC) to account for missing civilian staff. The SSD commander was named as the Pentagon Provost Marshal to coordinate continued security operations. In the days to follow, SSD was assisting staff to reenter the damaged parts of the Pentagon to secure classified and personal items.

In 2007, the U.S. Army Services and Operations Agency was redesignated as the U.S. Army Headquarters Services Agency. In 2011, in compliance with BRAC directives, a portion of SSD relocated from the Taylor building, in Crystal City, to Fort Belvoir. In 2012, SSD was renamed as the HQDA Directorate of Mission Assurance (DMA). On 1 April 2022, the CUSR was transferred from DMA to the Army Declassification Directorate. In October 2022, the DMA was redesignated as the Security, Protection, and Safety Directorate (SPSD) and realigned under the U.S. Army Headquarters Support Agency.

## OAA LEADERSHIP

### Chief Clerks of the War Department

The War Department was established 1789. Henry Knox was appointed the first Secretary of War on 12 September 1789, the day following the appointment of his older brother, William Knox, as the first Clerk of the War Department.

William Knox	11 September 1789	to	15 June 1790
John Stagg Jr.	16 June 1790	to	15 November 1797
John Caldwell	1 December 1797	to	31 May 1800
John Newman	1 June 1800	to	31 December 1801
Joshua Wingate Jr.	1 January 1802	to	31 December 1804
John Smith	1 January 1805	to	28 April 1811
Daniel Parker	1 July 1812	to	23 November 1814
George Graham	15 March 1815	to	21 October 1816
Christopher Vandeventer	10 December 1817	to	19 February 1827
Charles J. Nourse	20 February 1827	to	2 May 1829
Philip G. Randolph	4 May 1829	to	19 June 1831
John Robb	11 July 1831	to	19 October 1833
Daniel Kurtz (acting)	20 October 1833	to	31 January 1835
Carey A. Harris	1 February 1835	to	4 July 1836
John T. Cochrane	5 July 1836	to	12 December 1837
Samuel Cooper	13 March 1837	to	9 July 1838
John T. Cochran (2nd tour)	10 July 1838	to	31 March 1841
Albert Miller Lea	1 April 1841	to	31 October 1841
Daniel Parker (2nd tour)	1 November 1841	to	31 March 1846
Archibald Campbell	1 April 1846	to	12 April 1849
Samuel J. Anderson	13 April 1849	to	17 August 1850
John D. McPherson (acting)	18 August 1850	to	15 September 1850
George T. M. Davis	16 September 1850	to	4 March 1851
John Potts	5 March 1851	to	9 March 1853
Archibald Campbell (2nd tour)	10 March 1853	to	3 March 1857
John Potts (acting)	4 March 1857	to	31 March 1857
William R. Drinkard	1 April 1857	to	15 February 1861
John Potts (acting)	16 February 1861	to	3 March 1861
John Phillip Sanderson	4 March 1861	to	14 May 1861
James Lesley Jr.	1 July 1861	to	31 October 1861
John Potts (2nd tour)	1 November 1861	to	24 July 1872
Henry T. Crosby	25 July 1872	to	30 June 1882
John Tweedale	1 July 1882	to	7 March 1899
John C. Scofield*	8 March 1899	to	31 December 1930

\* Title changed to Assistant and Chief Clerk of the War Department in 1908.



## Administrative Assistants

John W. Martyn**	1 January 1931	to	31 January 1960
Robert H. Willey	1 February 1960	to	15 October 1961
James C. Cook	16 October 1961	to	30 December 1965
John G. Connell Jr. (acting)	31 December 1965	to	9 April 1966
John G. Connell Jr.	10 April 1966	to	30 December 1979
Roswell M. Yingling (acting)	31 December 1979	to	29 March 1980
Milton H. Hamilton	30 March 1980	to	3 April 1995
Joel B. Hudson (acting)	4 April 1995	to	10 September 1995
Yvonne M. Harrison	11 September 1995	to	2 February 1996
Joel B. Hudson (acting)	3 February 1996	to	2 April 1996
Joel B. Hudson	3 April 1996	to	3 November 2004
Sandra R. Riley	4 November 2004	to	27 February 2006
Larry Stubblefield (acting)	27 February 2006	to	5 March 2006
Joyce E. Morrow	6 March 2006	to	19 May 2013
Gerald B. O'Keefe (acting)	20 May 2013	to	27 July 2013
Gerald B. O'Keefe	28 July 2013	to	7 July 2018
Mark F. Averill (acting)	8 July 2018	to	27 October 2018
Kathleen S. Miller	28 October 2018	to	10 August 2021
Mark F. Averill (acting)	11 August 2021	to	1 January 2022
Mark F. Averill	2 January 2022	to	Present

\*\* Title changed to Administrative Assistant to the Secretary of War in 1931 and to Administrative Assistant to the Secretary of the Army in 1947.

## **Clerk to the Chief Clerk/Assistant Chief Clerk/ Deputy Administrative Assistant**

### **Clerk to the Chief Clerk**

Asbury N. Thompson	1901	to	5 June 1903
James C. Churchill	1903	to	1906

### **Clerk to the Chief Clerk and then Assistant Chief Clerk**

John B. Randolph	1907	to	1929
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### **Assistant Chief Clerk**

Frank M. Hoadley	1929	to	1 July 1941
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### **Deputy Administrative Assistant to the Secretary of War/Army**

James C. Cook	1941	to	15 October 1961
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### **Deputy Administrative Assistant to the Secretary of the Army**

John G. Connell Jr.	1962	to	9 April 1966
Roswell Martin Yingling	1967	to	29 March 1980
Peter Stein	1981	to	1 May 1994
Joel B. Hudson	1995	to	2 April 1996
Sandra R. Riley	2 April 1996	to	3 November 2004
Larry Stubblefield	12 Sept 2005	to	1 August 2010
Gerald B. O'Keefe	29 August 2010	to	28 July 2013
Mark F. Averill	1 December 2013	to	1 January 2022
Julie A. Blanks	23 October 2022	to	Present

## OFFICE LOCATIONS SINCE 1789

War Department headquarters has always been located at the seat of government. In the early years of the republic, when the government functioned initially in New York and later in Philadelphia, the department rented modest quarters in private buildings. In New York City, for example, with the Revolutionary War ended and British troops withdrawn, the War Office shared quarters with the Treasury and Foreign Offices in Fraunces Tavern at the corner of Great Dock (now Pearl) and Broad Streets, the site of Washington's farewell address to his officers in 1783.



*Fraunces Tavern*



*Carpenters' Hall*

In December 1790, when the Federal government moved to Philadelphia, Secretary of War Henry Knox established his headquarters in Carpenters' Hall. The department had occupied this building while the Confederation Congress was convened in Independence Hall before the move to New York City and the inauguration of constitutional government. The War Department and Chief Clerk John Stagg Jr. moved in 1791 to adjacent New Hall for a year, then in 1792 to the southeast corner of Fifth and Chestnut Streets in a building that was one of a block of houses called Norris Row. After a 4-year residence there, the department moved again in 1797, this time to one of the row houses on the northeast corner of Fifth and Chestnut Streets. Here the headquarters remained until 1800, when the government moved to the new capital in Washington.



*New Hall*



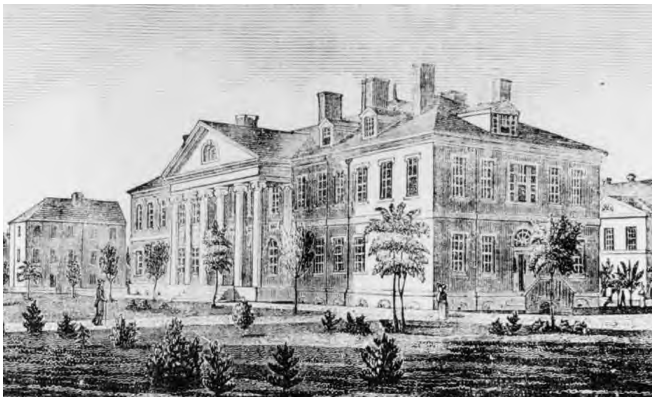
*Norris Row*

George Washington's plan for an executive quarter centered around the President's House had begun to take shape in 1798 with the start of construction on the first two of four similar buildings. The southeast and southwest structures were completed in 1800, and the War Department, along with Chief Clerk John Newman, occupied space in the southwest unit. The Army headquarters operated on several occasions from private accommodations along the south side of Pennsylvania Avenue, between 21st and 22nd Streets, in a row-house complex sometimes called the Six Buildings.



*Six Buildings*

The government's key departments resumed operations in their rebuilt structures for a dozen years until disaster struck once again during the War of 1812: British forces invaded the capital in 1814 and burned the government buildings to the ground. The War Department again resumed operations in private quarters while the capital was being reconstructed. By 1817, the damaged structures had been rebuilt, and by 1820, the entirely new northeast and northwest buildings had been added to the executive grouping. Secretary John C. Calhoun and the Chief Clerk Christopher Van Deventer moved the Department of War into the new northwest building, taking along the name War Office for the new edifice, an identification that would later become "Old War."



*Old War Building*



*Old War Building post 1862 remodel*

As the Army's responsibilities grew, the War Department had to expand its staff and facilities. In the closing weeks of 1869, Congress established a commission to select a suitable site and prepare plans for a new executive office building. In 1871, Congress began annual appropriations for such a structure. Early in 1888, almost 17 years after the start of construction, the mammoth State-War-Navy Building was fully completed and occupied by the Secretary of War and the Chief Clerk, John Tweedale. The building was known later as the Old Executive Office Building and is currently named the Eisenhower Executive Office Building. In August 1936, the Office of the Secretary of War and the newly renamed Office of the Administrative Assistant, under John W. Martyn, moved out of the State-War-Navy building and into the WW1-era Munitions Building on Constitution Avenue.



*State-War-Navy Building*



*Munitions Building*

By the end of fiscal year 1941, yet a few months short of American involvement in WWII, the Office of the Secretary of War was still quartered in the Munitions Building and reported that the space situation had been improved by putting into service the New War Department Building on 21st Street.

An entirely new building was completed in January 1943, just beyond the midpoint of American participation in the war. Called the Pentagon for its five-sided configuration, the building was constructed at a cost of approximately \$83 million. Secretary Henry L. Stimson was the first executive to run the department from the new headquarters. John W. Martyn would be the first Administrative Assistant to the Secretary of War/Secretary of the Army to occupy the Pentagon.



*New War Department Building*



*The Pentagon*

In 1994, the Pentagon started undergoing extensive renovation, and elements of OAA were temporarily relocated to other buildings in the National Capital Region, including the Metro Center Building in Rosslyn VA. Following the attack on the Pentagon on September 11, other OAA activities were relocated to the Taylor building in Cristal City.



*Taylor Building*

In 2009, OAA was heavily involved to implementing the decisions of BRAC 2005. OAA organizations that had been relocated as part of Pentagon Renovation and 9/11 displacement were moved to Fort Belvoir, Virginia.



*Ft Belvoir*

## OAA HISTORY

**7 August 1789:** OAA's history dates back to the earliest days of the Nation, when the Articles of Confederation written by the Continental Congress in January 1782 provided for a Chief Clerk to the Secretary of War. On 7 August 1789, the Congress created a Department of War, specifying that the Secretary of War should appoint a Chief Clerk. Mr. William Knox was the first to serve in the position, brother of Henry Knox, who served as the Secretary of War during his tenure. From the 1790s through the War of 1812, the War Department was primarily an administrative and record-keeping bureau that served as a conduit for the military's correspondence and reports. The department's handful of clerks were charged with keeping military papers in order and expediting departmental business.

**1812–1900:** When British forces attacked Washington in 1814, the War Department clerks played a critical role in removing nearly all papers from the Secretary's offices near the White House and saving captured standards and colors from the American Revolution before the British arrived. The clerks performed a similar role during the Civil War when, in 1864, they joined other department civilians in manning Washington's defenses for a time to help protect the city from a Confederate threat. The Chief Clerk was charged with transacting departmental business as assigned by the Secretary of War. If the Secretary was away from Washington, the Chief Clerk could manage affairs and take substantive action based on correspondence from the Secretary. Throughout the first half of the 19th century, the Chief Clerk served as Acting Secretary of War when the cabinet position became vacant. Unlike the Secretary, the Chief Clerk did not necessarily change with the political administrations.

**1900–1946:** A 22 May 1908 act of Congress changed the Chief Clerk's title to "Assistant and Chief Clerk" to more accurately reflect the expansion of responsibilities during the preceding century. The workload of the official who had since been designated the "Assistant and Chief Clerk" increased with the 1917 entry of the United States into World War I. Faced with an unparalleled expansion of the Army via a draft and the related growth of the War Department, Chief Clerk John C. Scofield scrambled to hire additional staff and secure sufficient office space and equipment. In this environment, the main responsibility of the clerks changed from knowing a substantial but relatively limited number of War Department precedents (and where related records were filed) to managing a tidal wave of paper that almost submerged the department in the early stages of the war. Scofield continued in this position after the war, assisting the Secretary with planning activities designed to better prepare the department for future conflicts.

At the conclusion of Scofield's impressive 33-year tenure, the Secretary of War renamed the position as the "Administrative Assistant to the Secretary of War." By the time the United States entered World War II in 1941, the Administrative Assistant was supervising records management, printing, civilian medical treatment, and procurement and accounting within the Secretariat, along with other activities. In 1946, the Office of the Administrative Assistant (OAA) was established from former Office of the Secretary of War authorizations.

**Post-World War II:** In July 1947, the National Security Act created the National Military Establishment. The Department of War was redesignated as the Department of Army, the Secretary's title changed accordingly, and the titles of Department officials were left to the discretion of the Secretary. The Administrative Assistant to the Secretary of the Army was established, and the incumbent continued to act as the Secretary's right hand as OAA's footprint within the recently constructed Pentagon grew. During subsequent decades, the duties of the Administrative Assistant continued to expand. The Goldwater-Nichols Department of Defense Reorganization Act of 1986 reaffirmed the Administrative Assistant's title and greatly expanded



the associated responsibilities. By 2000, OAA was responsible for administrative management, maintaining official records, and managing the programs that provided service, supply, and equipment for the Department of Defense (DoD) within the National Capital Region (NCR). Critical services included contracting, passports, and motor pool, as well as telephones and computer operations in the Pentagon.

**9/11 Terrorist Attack:** 11 September 2001 was an especially dark day for OAA, but the event demonstrated the remarkable resilience of its people. That morning, a plane hijacked by terrorists hit the west side of the Pentagon, ripping through the outer three rings of the building and killing 125 servicemembers and civilians who were working in the building. OAA sustained 40 of the 75 Army deaths. In one brief moment, the office lost nearly all of its financial experts and computer files, just weeks before the end of the fiscal year. Working around the clock—assisted by volunteer retirees and budget analysts and accountants from other government agencies—OAA finished its end-of-year work on time. The staff also reestablished computer and telecommunications connectivity throughout the building and found workspace to make up for the 400,000 SF destroyed. These extraordinary efforts reestablished normal operations within days and contributed to the reopening of the newly rebuilt sections of the Pentagon on 11 September 2002.

**2003–2007:** OAA continued to manage resources for the Headquarters, Department of the Army (HQDA), providing administrative support to the Secretary and senior Army leaders and overseeing a range of services across DoD, even while receiving other missions. In 2003, for example, OAA was assigned as an Executive Agent to aid in the rebuilding of Iraq. It provided administrative, human resource, logistics, information technology, facilities, acquisition, and fiscal support to the Coalition Provisional Authority offices in Washington and Baghdad. Prior to the 2004 presidential election, Congress called on DoD to ensure every Armed Forces member could vote, and OAA worked with other organizations to have more than 2 million ballots printed and shipped to military posts, camps, and stations worldwide. From 2003 through 2007, the OAA underwent significant organizational realignment and reduction of over 500 positions.

**2009–2011:** OAA worked with the HQDA BRAC 132 office to implement base realignment and closure recommendations, which resulted in the reduction of 1.28 million SF of leased office space in the NCR. Army tenants were relocated to military installations and the Pentagon. The recommendations reduced the number of leased buildings from 56 to 29, equating to a 35% reduction in leased space. Over 6 years, OAA worked with all affected tenants, HQDA, the Washington Headquarters Services (WHS), the General Services Administration, the U.S. Army Corps of Engineers, and DoD to plan, document, and execute facility renovations and tenant moves affecting more than 3,300 employees. OAA had direct responsibility and oversight in the preparation and fit-out of 12 buildings on Fort Belvoir, VA, for inbound BRAC personnel, including 13 OAA directorates relocating from the Taylor building in Crystal City, VA.

**2013–2023:** OAA has participated in multiple HQDA reform efforts over the last decade. Three major field operating agencies (ITA/CMH/ESA (AHS)) were established/transferred in, and then out, of the organization. Additionally, several Pentagon “shared services” were moved from OAA to OSD/WHS, including the Pentagon Motor Pool, Athletic Center, Library, Carpentry Shop, Armed Forces Hostess Office and Mail Room. Despite OAA’s ever-changing mission set, the customer service rendered to the Nation by its team of military and civilian professionals has remained steady for more than 200 years.

## IN MEMORIAM

On 11 September 2001, 184 people were killed in the terrorist attack on the Pentagon. Forty of our OAA teammates died that day. We honor their service and sacrifice.

### Information Management Support Center

John Chada  
LTC Dean Mattson  
Robert Maxwell  
Ted Moy  
Scott Powell  
Michael Selves



### Policy and Plans

Meta Waller

### Resource Services-Washington

Carrie Blagburn  
Donna Bowen  
Agelene Carter  
Sharon Carver  
Ada Davis  
Amelia Fields  
Cortez Ghee  
Brenda Gibson  
Caroyln Halmon  
Sheila Hein  
Jimmie Holley

Peggie Hurt  
Brenda Kegler  
David Laychak  
Samantha Lightbourn-Allen  
Teresa Martin  
Ada Mason  
Molly McKenzie  
Diana B. Padro  
MAJ Cliff Patterson, Jr.  
Rhonda Rassmussen  
Martha Reszke

Cecelia Richard  
Edward Rowenhorst  
Judy Rowlett  
Robert Russell  
Marjorie Salamone  
Janice Scott  
Antionette Sherman  
Donald Simmons  
Edna Stephens  
Willie Troy  
Sandra White



## OAA EMBLEM



**Established:** 1986

**Symbolism:** Red, white, and blue are our national colors; the shield represents the Army and a strong defense. The antique cannons and swords represent the function of support and custodianship fulfilled by the Administrative Assistant's office. The eagle and inescutcheon symbolize the United States; the fasces denotes authority. The sprigs of laurel and oak represent achievement and strength. The scroll displays the date "1789," commemorating the creation of the War Department and establishment of the Chief Clerk.