

OFFICE OF THE
ADMINISTRATIVE ASSISTANT
TO THE
SECRETARY OF THE ARMY



DEPARTMENT OF THE ARMY
ADMINISTRATIVE ASSISTANT TO THE SECRETARY
WASHINGTON, D. C. 20310

1 February 1984

Henry Knox, the first Secretary of War, was assisted in his administrative duties by a Chief Clerk. In 1789 the Congress enacted legislation that formally provided for a Chief Clerk. Through the years, the duties of the position grew and the title changed first to Administrative Assistant and Chief Clerk and finally to its current title of the Administrative Assistant. Currently, the Administrative Assistant serves as a career civilian assistant to the Secretary, appointed by the Secretary to perform the duties specified in Title 10, U.S. Code as well as those other duties that the Secretary considers appropriate.

The personnel of the Office of the Administrative Assistant are extremely proud of the Office's deep-rooted position in the history of the Department of the Army. They are fully dedicated to the central purpose of the Office: to provide responsive service and support to the Secretary, the Secretariat, the Army Staff, the Department as a whole and to the Headquarters of the Department of Defense.

Milton H. Hamilton
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THE ADMINISTRATIVE ASSISTANT'S ORGANIZATION OVERVIEW

The Administrative Assistant to the Secretary of the Army is a member of the Personal Staff of and serves as a career civilian assistant to the Secretary. The position evolved from that of the Chief Clerk of the War Department and was established under the first Secretary of War Henry Knox. Statutory provision for the Chief Clerk was authorized in 1789 when legislation provided for a Department of War, a Secretary of War, and a Chief Clerk. In 1930, upon recommendation of the Secretary of War and by Presidential approval, the position was designated by Executive Order as Administrative Assistant and Chief Clerk of the War Department. Section 3016, Title 10, U.S. Code authorizes the Administrative Assistant to perform the duties prescribed therein in addition to such other duties as may be assigned by the Secretary of the Army.

The Administrative Assistant is directly responsible to the Secretary of the Army in matters pertaining to the administration of the Office of the Secretary of the Army and the Department of the Army. Specifically, he is responsible for:

Acting for the Secretary of the Army, in an extensive variety of matters consistent with delegations, precedents, and known attitudes.

Serving as an assistant to the Secretary in 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, reviewing legislation affecting administration, coordinating Secretariat position on functions, responsibilities, and organization of the Department, and serving as the administrative focal point for support of Presidential transition.

Directing Army participation in the Federal Executive Boards, nationwide.

Administering the DA Committee Management Program.

Administering, pursuant to the policy direction of the Secretary and Assistant Secretary of the Army (Manpower and Reserve Affairs), the DA Personnel Security Program as it applies to the Secretariat and serviced activities.

Conducting special analyses and studies on significant Army issues of personal interest to the Secretary, other administrative, management, and organizational studies/surveys as required.

Representing the Secretary of the Army in a number of Interagency Boards and Committees and at such official functions as the Secretary directs.

Acting for the Secretary of the Army on matters relating to management processes and administrative services by and for HQDA; supervising control and management of general purpose Army space in the National Capital Region, employment coordination for the Washington, DC commuting area, operations of the Defense Telephone Service--Washington and the Defense Supply Service-Washington, administration of the HQDA Welfare Fund and Recreation Program; and implementation of policies affecting the Pentagon Motor Pool.

Acting for the Secretary of the Army in provision of administrative management services to organizations and activities for which the Secretary has been designated Administrative and/or Executive Agent, and to agencies/activities assigned for such support.

Providing continuity of operations planning for HQDA.

Administering Freedom of Information and Privacy Act matters for Office, Secretary of the Army and its serviced/supported activities.

Providing effective administration to all elements of the Office, Secretary of the Army, including comprehensive resource and general management programs, budgeting, organizational review and coordination, ADP service support, administrative coordination of actions, personnel administration, security, and correspondence and records administration.

Providing staff consultant assistance to key Secretariat officials in the areas of general management, administrative and management practices, techniques, or methodologies.

ADMINISTRATIVE ASSISTANT

MAJOR RESPONSIBILITIES:

o Administration and Support of Secretariat/HQDA:

- Resource Management
- Equal Employment
- Management Consulting Services
- Continuity of Operations Plans (COOP)
- ADP Services
- Committee Management
- Consultant Appointments
- Civilian Personnel Management
- Military Personnel Management
- Security
- DOD Priority Placement Program
- Institutional Memory and Office of Record
- Correspondence and Records Administration

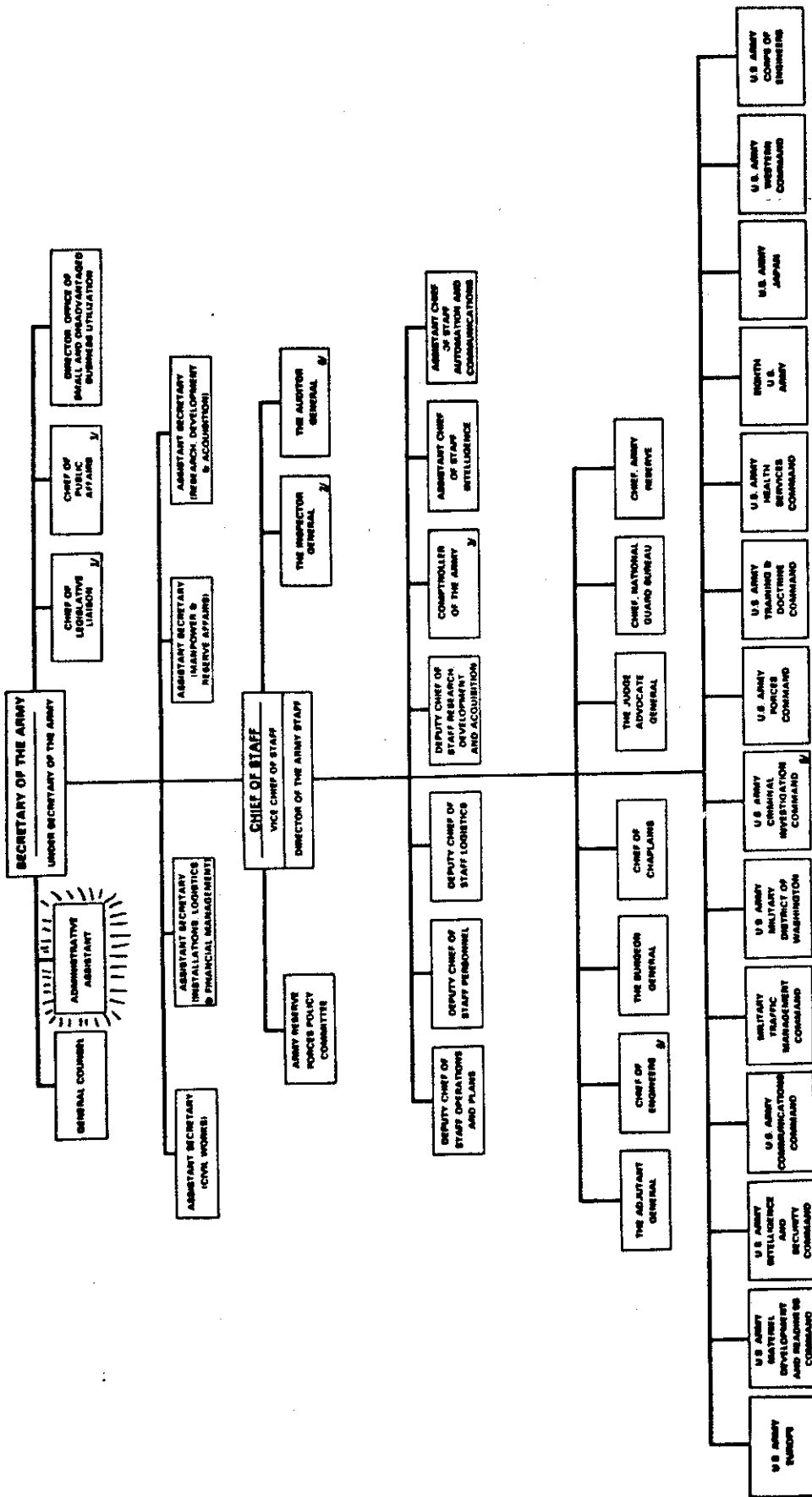
o Executive Agent Role:

- Space Management
- Telephone System
- Contracting and Acquisition
- Employment Coordination
- Pentagon Motor Pool Operations in the National Capital Region
- Administrative Support for various DOD Boards and Committees
- Certification of Administrative Law Judges

o Personal Role:

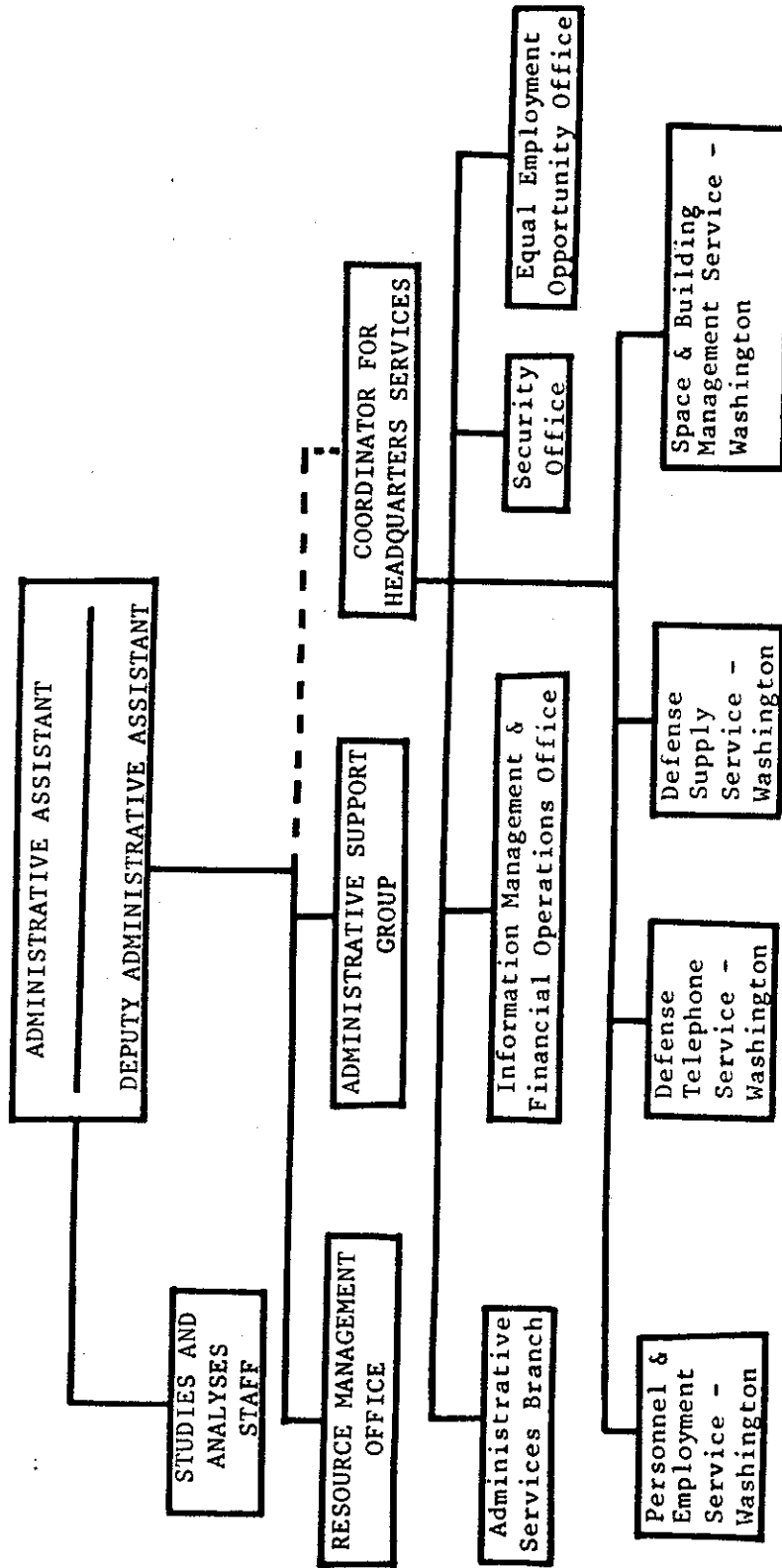
- Representation: Federal Executive Boards
- Ceremonies
- OSD Administration Channel
- Central Coordinating Point
- Secretariat Advisor
- Liaison with Other Agencies
- Inter-Agency Committees

ORGANIZATION OF THE DEPARTMENT OF THE ARMY



1/ CHIEF OF LEGISLATIVE LIAISON AND THE CHIEF OF PUBLIC AFFAIRS REPORT DIRECTLY TO THE SECRETARY OF THE ARMY AND ARE RESPONSIBLE TO THE CHIEF OF STAFF.
 2/ THE INSPECTOR GENERAL REPORTS AS THE CONSTITUTIONAL REPRESENTATIVE OF AND REPORTS DIRECTLY TO THE SECRETARY OF THE ARMY AND TO THE CHIEF OF STAFF UPON THE MORALS, DISCIPLINE, SPENDING, AND ECONOMY OF THE ARMY.
 3/ THE COMPTROLLER OF THE ARMY IS UNDER THE DIRECTION AND SUPERVISION OF, AND IS DIRECTLY RESPONSIBLE TO THE ASSTANT SECRETARY OF THE ARMY IN & FMU, WITH CONCURRENT RESPONSIBILITY TO THE CHIEF OF STAFF.
 4/ THE CHIEF OF ENGINEERS REPORTS THROUGH THE ASSTANT SECRETARY OF THE ARMY (CIVIL WORKS) TO THE SECRETARY OF THE ARMY ON CIVIL WORKS MATTERS.
 5/ COMMANDER, U.S. ARMY CRIMINAL INVESTIGATION COMMAND REPORTS DIRECTLY AND CONCURRENTLY TO THE SECRETARY OF THE ARMY AND THE CHIEF OF STAFF ON CRIMINAL INVESTIGATION MATTERS.
 6/ THE AUDITOR GENERAL REPORTS DIRECTLY TO THE CHIEF OF STAFF WITH CONCURRENT RESPONSIBILITY TO THE SECRETARY OF THE ARMY.

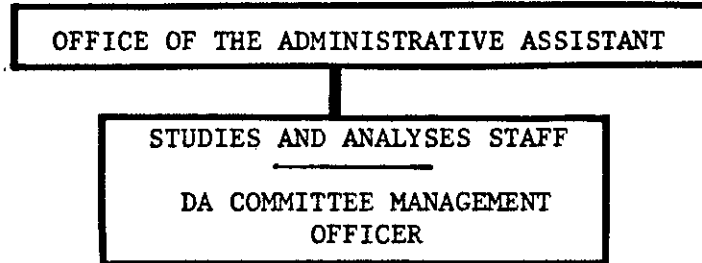
OFFICE OF THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY



-----Joint/DOD activities for which S/A has executive agent responsibility

STUDIES AND ANALYSES AND COMMITTEE MANAGEMENT

Studies and analyses of problem areas concerning Department-wide administration as well as supervision of the Department-wide committee management program is accomplished by the Administrative Assistant's Studies and Analyses Staff.



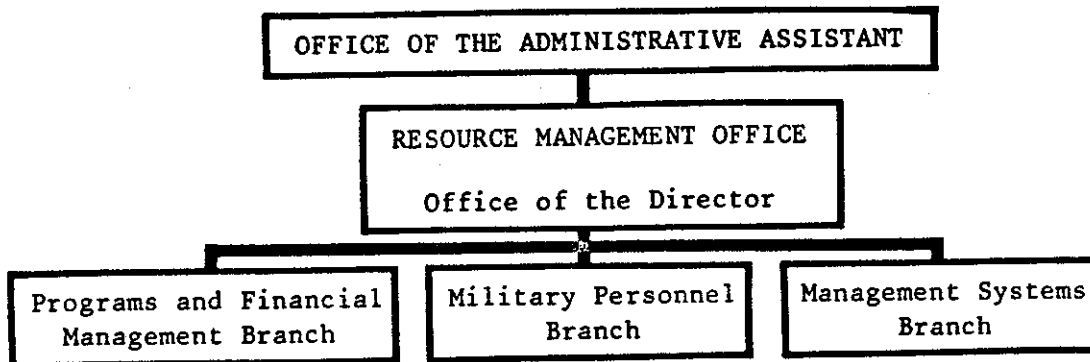
The Studies and Analyses Staff is responsible for:

- o Performing and participating in studies concerning DA or Headquarters-wide management policies, objectives, programs, organization structure, functions, systems, and controls.
- o Coordinating and preparing special data and reports for HQDA officials as well as Office, Secretary of Defense. Types of reports concern Army-wide strengths, organization, minority composition, committee memberships.
- o Developing policies for, administering and supervising the DA Committee Management Program. Assisting Army offices and activities to meet membership needs for their committee, boards and commissions. Handling all committee management communications between the Department and Office, Secretary of Defense, particularly the processing of nominated members to Army's Advisory boards and committees.
- o Providing Continuity of Operations Planning for HQDA to include planning and supervising OSA participation in large scale command post exercises; coordination with Army Staff, OSD, JCS, and other Federal agencies; Secretariat point of contact on Continuity of Government (COG) with other government agencies.
- o Exercising HQDA leadership and central coordination with non-Army agencies and congressional committees for congressional actions which affect departmental administrative matters (e.g., National Publications Act of 1979, and the Presidential-initiated program for Improving Government Regulations).

- o Providing staff aid to the Administrative Assistant by assuring Army direct involvement in the Federal Executive Boards. Supporting the Army FEB effort through communications with GSA, OSD, and Army field commands.
- o Developing and conducting a Presidential Transition planning program for departing and incoming Secretariat officials. Also, providing orientation briefings and meetings for key officials on the mission and organization of the Army, its history, and administrative matters incidental to the officials' appointments.
- o Preparing implementation policies for the Pentagon Motor Pool (PMP); monitoring PMP activities; recommending policy exceptions for decision by the Administrative Assistant; and maintaining liaison with OASA(IL&FM) and OSD on policy matters affecting transportation within the National Capital Region.
- o Preparing and coordinating within OSA the Army General Orders which announces the Secretary of the Army's assignment of responsibilities to OSA officials.
- o Preparing Army Secretariat portions of AR 10-5 (HQDA organization, missions and functions) and the DA Manual. Reviewing, coordinating and recommending for the Secretary's approval both of these aforementioned documents.
- o Centrally reviewing and coordinating within OSA all organizational regulations (AR 10-series).
- o Providing consulting services to Secretariat offices in the areas of general management, administrative and management practices, techniques or methodologies.
- o Maintaining liaison with other Federal and non-Federal agencies relative to administration and management matters.
- o Represents the Administrative Assistant in planning and developing exhibits, demonstrations and ceremonies promoting or commemorating activities of the Department of the Army and Department of Defense.

RESOURCE MANAGEMENT OFFICE

The Resource Management Office provides general administrative and financial management support for the Secretariat and its 36 serviced activities.



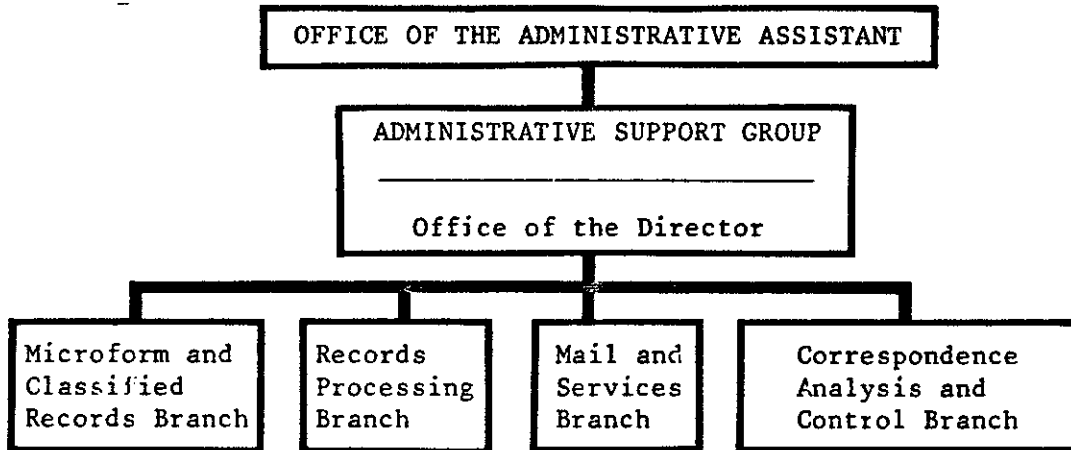
The Resource Management Office is responsible for:

- o Budget, programming and financial management for over \$155 million of direct funds.
- o Program Directorship for the Defense Telephone Service - Washington.
- o Appropriation and Program Directorship for the National Board for Promotion of Rifle Practice.
- o Administration and control of travel funds, contingency funds and certain miscellaneous accounts.
- o Personnel management of all military officers and enlisted persons assigned to OSA and serviced activities.
- o Internal control system to include audits and reviews.
- o Management systems to include practices, procedures; performance analyses and productivity measurement; manpower and systems/surveys.
- o Organizational planning and surveys: Developing and maintaining functional and structure charts for use by OSA officials and others.
- o Manpower management (allocation, utilization and control) for over 1900 spaces in assigned Departmental, Field and Joint and DOD accounts.

- o Records Administration program including studies and surveys.
- o Reports, forms and publications control including regulatory review; coordination of regulations issuances.
- o Assessment of need for, and requisition of office systems and equipment.
- o Administration of requests for information or assistance which come under the purview of The Privacy and Freedom of Information Acts to include membership on the DA Privacy Review Board.
- o Committee management activities within the OSA and activities serviced thereby.

ADMINISTRATIVE SUPPORT GROUP

The Administrative Support Group of the Office of The Administrative Assistant provides correspondence and records administration through the following organization:

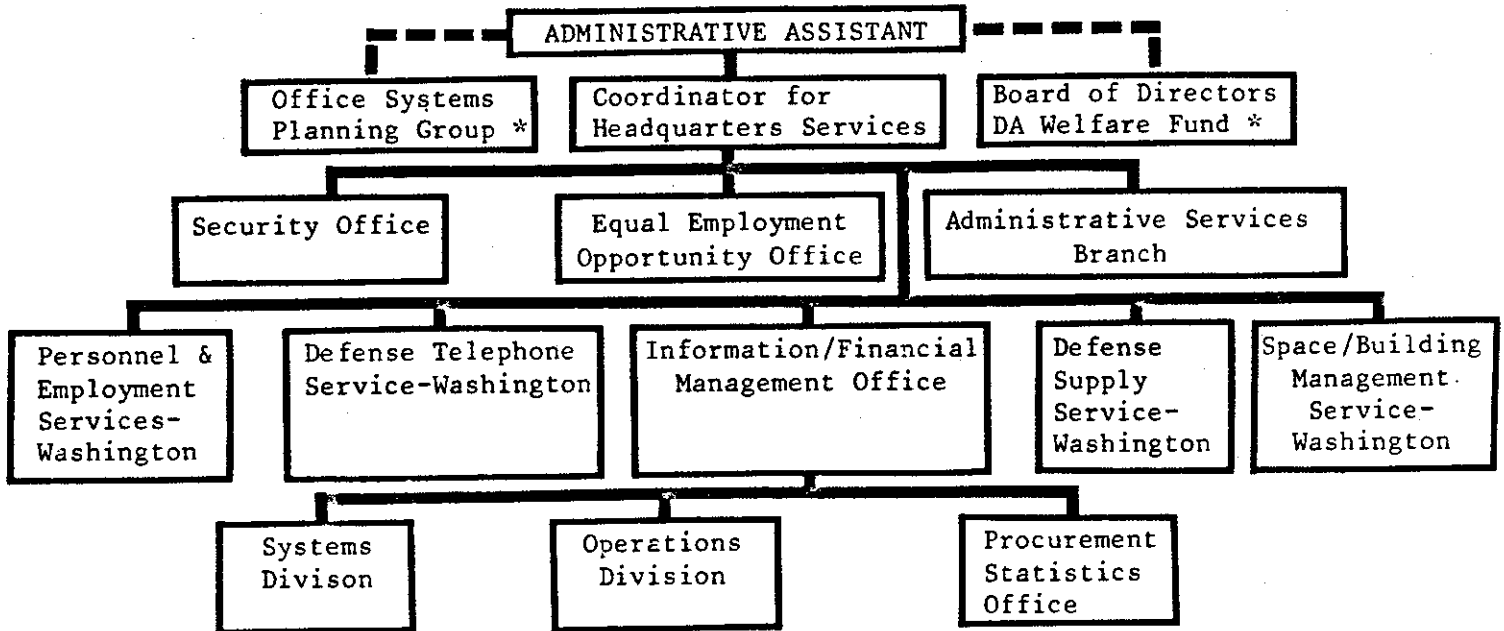


The Administrative Support Group is responsible for:

- o Initial coordination, review, and analysis of correspondence to the Secretary of the Army and The Administrative Assistant.
- o Centralized correspondence control and records system for all Secretariat offices.
- o Preparation for the Secretary, a daily summary of significant actions, gleaned from incoming letters, messages, cables.
- o Records management for the Army Secretariat.
- o Operation of a DOD prototype for automated files (input and retrieval).
- o Tasking or transmitting action assignments as well as dissemination of copied documents to HQDA elements.
- o Transmission, receipt and distribution of electronic cables.

Headquarters Services-Washington

The Coordinator for Headquarters Services directs the activities of various administrative services elements in support of the Office of the Secretary of the Army and certain other DA/DOD organizations in the National Capital Region.



The Coordinator for Headquarters Services supervises the following:

- A central civilian personnel recruiting and referral service for the Office, Secretary of the Army, Army Audit Agency, and certain Joint and DOD activities. In addition, provides a centralized recruitment function for other Army activities in the Washington Metro Area.
- Telephone communication services for the DOD in the National Capital Region.
- Administrative supplies and equipment, acquisition, and contractual-related services.
- General purpose space used by the DA in the Washington area and that for which the DA has been assigned management responsibility.

- Information systems and data coordination for OSA and serviced activities.
- Equal employment opportunity for the OSA and other serviced activities.
- Functions required in connection with the Army's Personnel Security Program for OSA and serviced organizations.
- Administration of the DOD Information Security Programs within OSA and serviced activities.
- The Army's Physical Security Program for the Pentagon and other Army occupied buildings in the National Capital Region.

* The Coordinator represents the Army Secretariat on the Board of Directors, DA Welfare Fund (as Chairman) and the Office Systems Planning Group for HQDA (as approving authority for recommended actions.)

FINANCIAL STEWARDSHIP RESPONSIBILITY
 COORDINATOR, HEADQUARTERS SERVICES-WASHINGTON

FY 1983 ACTUAL

Total Direct Customer/Client Support* 743.9 Million

Consisting of:

- a. Defense Supply Service-Washington (DSS-W)
 - 175 Customer Agencies/Activities 623.4 Million
 - Value of Acquisition
 - (Contracts over \$25K: \$ 564.4M)
 - (Contracts under \$25K: 47.6M)
 - (Army Stock Fund: 11.4M)

- b. Defense Telephone Service-Washington (DTS-W)
 - 350 Customer Agencies/Activities
 - Value of Service Provided (billing) 81.6 Million
 - (AUTOVON: 9.9M)
 - (Administrative Communications 71.7M)

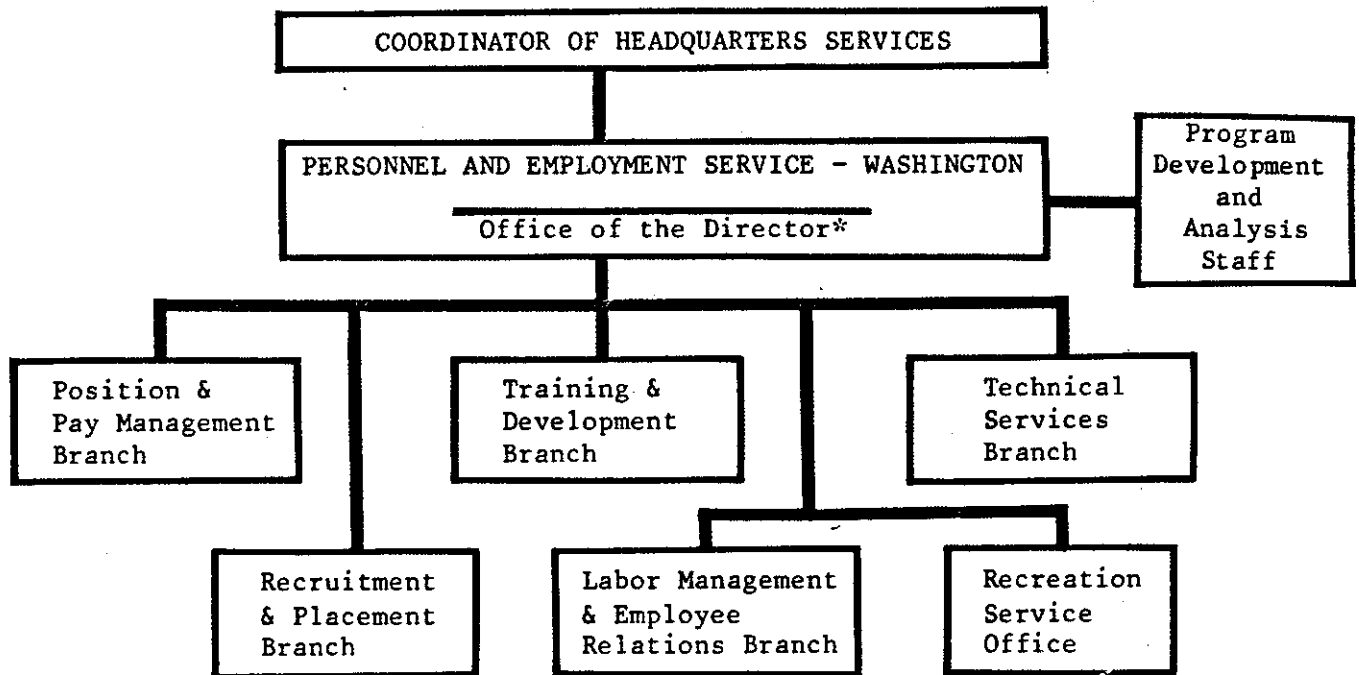
- c. Space and Building Management Service-Washington (S&BMS-W)
 - GSA Army Occupied Space in NCR 38.6 Million
 - (Rent & Utilities: (SLOC) 31.6M)
 - (HVAC: 3.0M)
 - (Alteration & Repair: 4.0M)

- d. HQDA Welfare Fund 300 Thousand

*These data do not include personnel service and benefits expense, travel and per diem and other administrative costs associated with day-to-day operation of these activities.

Personnel and Employment Service-Washington

Personnel and Employment Service-Washington administers and directs the civilian personnel management program worldwide for the Office, Secretary of the Army, Army Audit Agency, and certain Joint and DOD activities.



The Personnel and Employment Service-Washington is responsible for:

- Personnel support to approximately 2200 personnel of the Office, Secretary of the Army, Army Audit Agency, and certain Joint/DOD activities, including nonappropriated fund employees.
- Position management, position classification, pay administration and wage administration.
- Recruiting and referral service for the Office, Secretary of the Army, Army Audit Agency, and certain joint and DOD activities. Testing and examining services for activities in the National Capital Region.
- Short and long range civilian training needs, executive development training as well as technical, professional and clerical training.

*The Director of the Personnel and Employment Service-Washington is the OSA Personnel Manager.

- Labor-management and employee relations programs.
- Other activities including such programs as life and health insurance, retirement, and unemployment compensation.
- Coordinating 36 Army activities totalling approximately 96,000 Army employees under the DOD Program for Stability of Civilian Employment - Mid-Atlantic Civil Service Region.
- Coordinating the operations of the DOD Program for Stability of Civilian Employment at all Army activities located within the Washington Commuting Area and the Office of Personnel Management Mid-Atlantic Region.
- Coordinating employment policies and procedures as well as instructing DA activities in the National Capital Region on employment of the handicapped. Is the liaison between activities and institutions involved with selective placement of handicapped individuals.
- Coordinating the Department of the Army Recreation Service program for personnel serviced by the Department of the Army Welfare Fund.

Personnel and Employment Service - Washington

(Based on Research provided by Edwin H. Steiner)

As stated in the overall history of the Administrative Assistant, the source of our current Civilian Personnel Program can be traced directly to the Administrative Assistant.

One of the initial responsibilities given the Chief Clerk was the preparation of appointment instruments, changes in the status of civilian employees, the submission of quarterly payrolls to the Treasury, and 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.

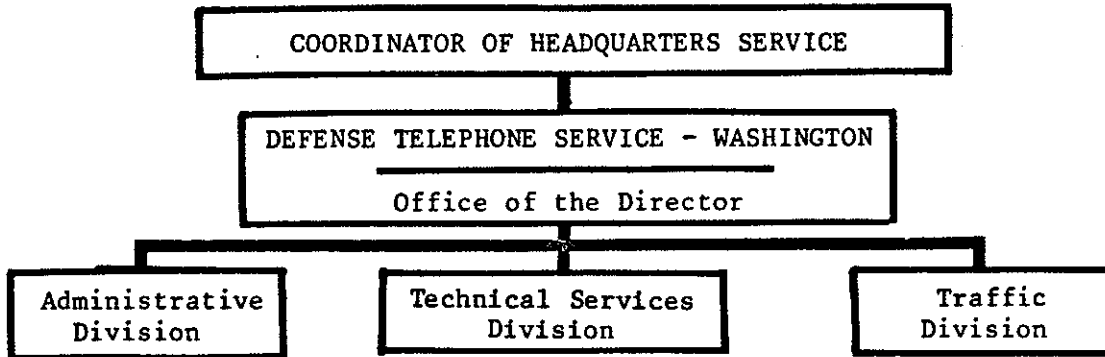
The Civil Service Act of 1883 and the new appointment procedures that followed so increased the work that the Appointment Division was established within the office of the Secretary of War in 1898. It was headed by the Appointment Clerk under the supervision of the Chief Clerk. Increasing responsibilities were reflected in the change of the name from Appointment Division to Civilian Personnel Division in 1919 and 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, initialled 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 monitorship of the civilian personnel program of the War and Army Departments through the rest of the 1940's. This role was described in the January 1950 edition of the Congressional Directory as follows: "As chief executive officer, he is responsible for the Department of the Army Civilian Personnel Program and in conjunction with the Director of Civilian Personnel established policy and procedures necessary to the adequate functioning of such program."

The monitorship of the department-wide civilian personnel program was assigned to the Assistant Secretary of the Army (Manpower and Reserve Forces) when that position was established in 1951. In 1955, operational supervision of the office of Civilian Personnel was transferred to the Assistant Chief of Staff, G-1. (Now, the Directorate of Civilian Personnel in the office of the Deputy Chief of Staff for Personnel). However, the operating personnel office for the Secretariat continues under the supervision of the Administrative Assistant.

DEFENSE TELEPHONE SERVICE - WASHINGTON

The Defense Telephone Service manages and operates all DOD administrative voice and data telecommunications facilities located in the National Capital Region through the following organization:



The Defense Telephone Service - Washington is responsible for:

- o Providing telecommunications service to 350 user agencies at 250 DOD locations in the NCR and with more than 125,000 telephones installed; providing nearly \$70 million in telecommunications services annually. (Note: This compares to a telephone system serving a city the size of Charleston, WV or Mobile, AL).
- o Operating the Department of Defense telephone switchboard.
- o Providing billing and statistical information for all DOD components.
- o Receiving and processing all requisitions for telecommunications service.
- o Auditing and paying bills for administrative telecommunications service to subscriber DOD agencies.
- o Publishing and distributing the DOD Telephone Directory.

Defense Telephone Service - Washington

A Defense Telephone Service (DTS) is a management and technical arrangement wherein a single military department or agency is given the responsibility to optimize and manage all DOD administrative telecommunications services in those areas where: there is a high density of military activities; significant savings will accrue to the Government through such an arrangement; and equivalent or better service will result. Two such DTS arrangements have existed for a number of years. DTS-Washington was established in 1950 and DTS-St. Louis in 1966. Both of these are under the administrative control of the US Army.

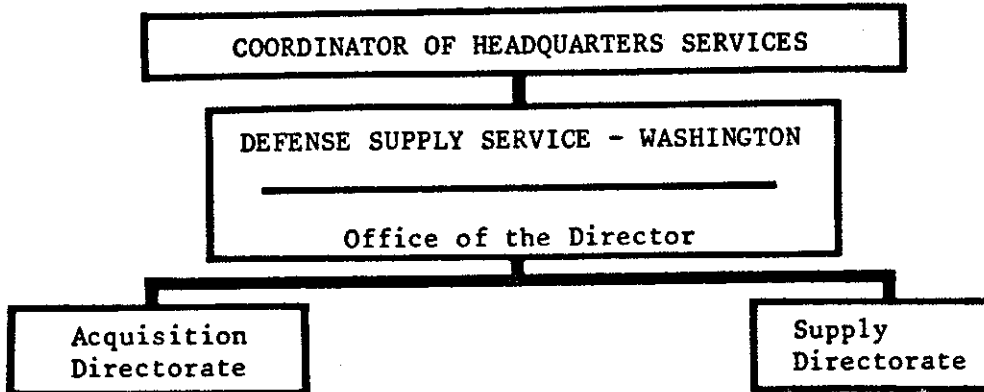
The DTS-W operates, manages, and administers the administrative telecommunications system that serves all DOD locations throughout the NCR with the exception of Andrews Air Force Base and Fort Belvoir. (These latter two Base telephone systems are Government-owned and are being considered for consolidation into the DTS-W).

The Secretary of Defense has delegated to the Secretary of the Army executive agent responsibility for the administration and operation of the DTS-W. The Administrative Assistant exercises this authority on behalf of the Secretary. The Assistant Secretary of Defense (Comptroller) is responsible for providing general operating and fiscal policy to the DTS-W. Telecommunications policy guidance of a technical nature is provided by ASD/C3I. The Heads of all DOD components and their staff have been directed to cooperate fully with the Defense Telephone Service - Washington in a continuous effort to achieve efficient and effective administration and operation of this facility.

The DTS-W Consolidated CENTREX System has been in operation and successfully functioning for a number of years. There are studies currently in progress relative to the establishment of DTS's in major cities in the CONUS where there is a large concentration of Federal Government activities. These DTS's, if justified, will be implemented using the DTS-W as a model.

DEFENSE SUPPLY SERVICE - WASHINGTON

The Defense Supply Service - Washington operates a central service for acquisition, contracting, storage and distribution of administrative supplies and services for DOD agencies and activities located in the National Capital Region. The organization of the Defense Supply Service is as follows:



The Defense Supply Service - Washington is responsible for:

- o Acquisition, storage and distribution of administrative equipment, supplies and materials.
- o Directing and managing the DSS-W Division of the Army Stock Fund.
- o Executing and administering contracts.
- o Operating excess and surplus property disposal services.
- o Managing and administering "over-the-counter" Office Supply Administrative Service Centers in the NCR.
- o Serving 175 customer agencies with over \$300 million worth of supplies and services.

Defense Supply Service - Washington

The roots of the Defense Supply Service - Washington (DSS-W) are nearly a century old. They date back to 21 July 1884, when Secretary of War Robert T. Lincoln signed the War Department Circular that established the supply organization that has evolved into the present-day Defense Supply Service - Washington.

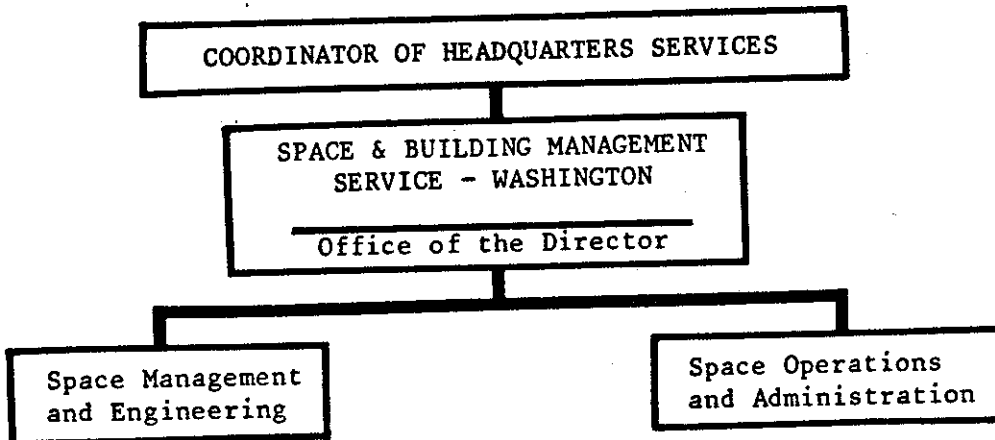
Five years later in 1889, Secretary of War William C. Endicott placed the operation of the Supply Division under civilian control and since that date, the Defense Supply Service - Washington and its antecedent organizations have been headed by a civilian responsible directly to the Secretary or his Administrative Assistant.

As the War Department grew, the requirement for supplies and services also grew. After the Defense Department was established, DSS-W was designated to provide administrative supply services to all elements of certain field activities of the Department of the Air Force. DOD Directive 5160.3 of 10 December 1954 was issued as a permanent charter "to provide a central service within the Department of Defense at the seat of Government for the efficient and economical performance of administrative procurement, supply, contractual, and related services functions for all Department of Defense agencies located at the seat of Government..."

All of this supply and purchase activity is supported by the DSS-W financial management programs, warehouse facilities, maintenance and repair shops, motor transportation facilities and general laborer services. Though scope and responsibility have expanded, DSS-W has continued to provide to the Department the basic services for which its predecessor, the Supply Division, was established in 1884.

SPACE AND BUILDING MANAGEMENT SERVICE - WASHINGTON

The Space and Building Management Service - Washington operates and administers a centralized space management program for the Department of the Army in the National Capital Region, including administrative space on military installations under control of the Army, through the following organization:



The Space and Building Management Service - Washington is responsible for:

- o Assessing administrative space requirements of HQDA agencies and major field commands in the NCR.
- o Developing long-range plans for the management of space and administration of DA occupied Government-owned and leased space within the NCR.
- o Administering over 6.1 million square feet of administrative floor space occupied by over 45,000 people in more than 400 separate buildings.
- o Control and administration of funds appropriated annually for building alterations, repairs and facilities and for payments to GSA for DA administrative space in the NCR and reimbursable GSA services.

Space and Building Management Service - Washington

Beginning in July of 1853, the Administrative Assistant, then known as the Chief Clerk, was paid an additional \$250 yearly to serve as Superintendent of the Northwest Executive Building through 1856 and again from 1869 and extending through 1882. This building, located at 17th and Pennsylvania, was at that time the home of the War Department. It was replaced by the much larger State, War, Navy Building, now known as the Old Executive Office Building. Thus began the Administrative Assistant's historical involvement with space and building 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. This responsibility was passed to his successor, the Secretary of the Army, upon the establishment of the Department of Defense in 1947. The Secretary continued to exercise responsibility for the Pentagon and for all buildings in the National Capital Region (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 Washington Headquarters Services, OSD. However, Space and Building Management Service - Washington, continues to serve in its role as the administrative space management and planning office of the Department of the Army in its NCR administrative space relationships with OSD, other components of the Department of Defense, and the General Services Administration.

HISTORY OF WAR DEPARTMENT'S CHIEF CLERKS/ADMINISTRATIVE ASSISTANTS TO THE

SECRETARY OF THE ARMY

Edwin H. Steiner
Civilian Personnel Historian
Department of the Army
September 1978

The Administrative Assistant to the Secretary of the Army is the Army's civil service job which can be traced back the farthest in the history of the War Department. Its roots begin with the act of the first Congress establishing the War Department under the Constitution, 7 August 1789. After providing in Section I for the "Department of War" and "a principal officer therein, to be called the Secretary for the Department of War," section II creates the Chief Clerk as the only other position specifically provided for in the organizing statute.*

Sec 2. And be it further enacted, That there shall be in the said department an inferior officer, to be appointed by the said principal officer, to be employed therein as he shall deem proper, and to be called the chief clerk in the Department of War, and who, whenever the said principal officer shall be removed from office by the President of the United States, or in any other case of vacancy, shall, during such vacancy, have the charge and custody of all records, books and papers, appertaining to the said department.

* Because the "Historical Revision Notes" which were part of the coverage of this position in the U.S. Code (Title 10, Sec 3016) through the 1958 edition carried its legal basis back to an Act of 3 March 1853, some confusion about the true origins of the Chief Clerk of the War Department has resulted. Thus, a "Chronological History of the Position of Administrative Assistant," which appears to have been developed in 1950 as part of the case for supergrade status, credits that act of 1853 as having created the position, when it was really only one of a number of legal rebirths for a job which was already 63 years old at the time. (The Act of 1853 merely raised the salaries of the chief clerks of all the Departments from \$2000 to 2200. Later editions of the U.S. Code have dropped the reference to it.)

This was a new position which did not then exist in the predecessor organization of the War Department under the Articles of Confederation, although Joseph Carleton's position of Secretary to the Secretary at War from 1782 to 1785 had some of the same responsibilities as those assigned by Congress to the new Chief Clerk. Secretary at War Henry Knox had abolished the earlier job in 1786, using its authorized salary of 1000 dollars per annum to hire two clerks at 500 dollars each. One of these was his own brother, William Knox; and the other was John Stagg, Junior. They were destined to be the first and second chief clerks, respectively.

Before establishing this position for the War Department, Congress had already created the Chief Clerk in the Department of State (or Foreign Affairs as it was first known) and then went on to provide for them in all of the other early departments.* A list of all incumbents and their tenure dates is appended to this history.

Principal Assistant - Acting Secretary. Historian Leonard White has described the chief clerks of the departments as the "principal reliance of department heads" and "the pivot on which daily business turned." # Except during the Civil War, when assistant secretary positions first existed in the War Department on a temporary basis, the chief clerk continued to be the second ranking position in the Department until 1890, when the position of Assistant Secretary was first established on a permanent basis. (The Under Secretary job was created in 1940.)

When vacancies occurred in their cabinets, Presidents Washington and Adams designated the secretaries of other departments to fill in as Acting Secretary in addition to their regular duties. Secretary of War Timothy Pickering was also Acting Secretary of State for almost four months before his appointment to the latter job was effective 10 December 1795, for example, after which he continued as Acting Secretary of War until Secretary James McHenry entered on duty 6 February 1796.

*Purists may object that the act establishing the Treasury Department 2 September 1789 did not provide for a "chief clerk"; but it did assign the same responsibilities to the position it designated as "Assistant Secretary". As by far the largest and most organizationally complicated of early departments, Treasury was the only one initially authorized to have an Assistant Secretary, but not for long because that job was abolished in 1792 and Treasury soon had a chief clerk like all the other departments. (By 1800 for sure.)

#Leonard D. White, The Jacksonian, page 352.

Secretary of Navy Benjamin Stoddert was also Secretary of War ad interim for the first two weeks of June 1800 between Secretaries of War McHenry and Dexter.

The first change in this pattern in any department occurred in 1809 when President Jefferson named John Smith, who was Chief Clerk of the War Department (1804-11) as Acting Secretary of War during the interim between the Secretaryship of Henry Dearborn and William Eustis (17 Feb-Mar 1809). Four other chief clerks were designated by Presidents to act as Secretary of War ad interim. George Graham had this distinction for more than a year (22 Oct 1816 to 10 Dec 1817) between secretaries William Crawford and John C. Calhoun, when the President's entrance on duty was delayed. Two chief clerks each served as Secretary of War ad interim for one month: Philip Randolph in 1831 between Secretaries John Eaton and Lewis Cass and Albert Lea in 1841 between Secretaries John Bell and John Spencer. The last chief clerk officially designated as Acting Secretary held that honor for only one day. This was Samuel J. Anderson, who filled in on 23 July 1850 before MG Winfield Scott was designated to act during the rest of the interim between secretaries George Crawford and Charles Conrad.

Pay. The salary of the Chief Clerk of the War Department was originally established by Congress at 600 dollars per annum. This was 200 dollars less than was set for the Chief Clerk of the State Department but somewhat in line with the differential established between the Secretaries, with State and Treasury granted 3500 dollars compared with 3000 for the Secretary of War. Between 1789 and 1814, the pay of the Chief Clerk more than tripled to \$2000 and remained at this latter rate until 1853. Beginning on 1 July 1853, the Chief Clerk was designated Superintendent of the Northwest Executive Building, housing the War Department, and was paid an additional \$250 yearly. During the next 70 years, the Chief Clerk's salary gradually rose to \$5200.

A salary listing of \$5200 in the Official Register for 1925 indicates that the position of Assistant and Chief Clerk had been placed in Grade 12 of the Clerical, Administrative and Fiscal Service under the Classification Act of 1923. Before World War II, the Administrative Assistant and Chief Clerk position had risen to Grade CAF-15, the top grade provided by law at that time. Since the Classification Act of 1949 combined the earlier services into the General Schedule and added the three super grades, this job was evaluated as GS-16 in 1950, raised to GS-17 in 1954, and to GS-18 in 1960, and returned to GS-17 in 1966.

Civil Service Status. After more than a century of serving at the pleasure of the Secretary of War, the position of Chief Clerk of the War Department was included in the competitive civil service under the civil service rules promulgated by President Cleveland 6 May 1896. Before that date, the competitive civil service had been limited to positions with salary rates well below those of the chief clerks of departments.

The earlier rules promulgated by President Arthur 7 May 1883 in the first application of the Civil Service Act of 16 January 1883 had limited application in the departmental service to positions with salaries of not less than \$900 nor more than \$1800 per annum. The 1896 order blanketed in all positions above the earlier limit, excepting only those subject to Senate confirmation.

Title Evolution. The first change in the title of the Chief Clerk of the War Department occurred in 1908 when it became Assistant and Chief Clerk.* It continued that way for the rest of John C. Schofield's record-setting incumbency (1899-1930). Then, in Circular A, 2 January 1931, Secretary of War Patrick J. Hurley announced the appointment of John W. Martyn as "Administrative Assistant to the Secretary of War, effective 1 January 1931. In addition to other responsibilities, the Administrative Assistant was charged with the duties heretofore assigned to the Assistant and Chief Clerk".

At first, that seemed to end use of the venerable title of Chief Clerk, but it lingered on for more than twenty years, at least in relations with Congress. Although four editions of the Congressional Directory listed Martyn only as "Administrative Assistant", the old title survived in the subordinate positions of "Assistant Chief Clerk", which continued unchanged in the listings. Beginning with the June 1933 edition of the Directory, Martyn's listing was changed to "Administrative Assistant and Chief Clerk". The traditional title may have been reassuring to Congressmen, who had been used to dealing with chief clerks in all of the departments as major sources of information about departmental affairs. Whatever the reason, the position continued to be listed as Administrative Assistant and Chief Clerk in both, the Congressional Directory and the Government Organization Manual through the editions of 1952.# Thus did an eighteenth century title survive past the midpoint of the twentieth.

* Some early listings show the chief clerks of the departments as "Principal Clerks", which was the title that the Act establishing the Treasury Department specified for the top clerical position in each of its major organizations. Application of that title to the chief resulted from confusion on the part of persons unfamiliar with the differences specified by law or the exercise of an egalitarian license to treat both types of positions the same.

Army was not the last to have a chief clerk in its secretariat, only the next to the last. The title lingered one more year in the Post Office Department in the unlikely combination of Chief Clerk and Director of Personnel.

Roots of Civilian Personnel Management. From the beginning, the Chief Clerk of the War Department was responsible for the preparation of instruments of appointment and changes in status for civilian employees, for submission of the quarterly payrolls to the Treasury, and for maintenance of appropriate records including copies of the oaths of office required for all employees. 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 so increased the work that the Appointment Division was established within the office of the Secretary of War in 1898. It was headed by the Appointment Clerk under the supervision of the Chief Clerk. Increasing responsibilities were reflected in the change of the name from Appointment Division to Civilian Personnel Division in 1919 and 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 initialled 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 monitorship of the civilian personnel program of the War and Army Departments through the rest of the 1940's. This role was described in the January 1950 edition of the Congressional Directory as follows: "As chief executive officer, he is responsible for the Department of the Army Civilian Personnel established policy and procedures necessary to the adequate functioning of such program."

With the establishment of the position of Assistant Secretary of the Army (Manpower and Reserve Forces) in 1951, these responsibilities for the civilian personnel program were reassigned to the Assistant Secretary from the Administrative Assistant.* Although the monitorship of this Department-wide program is no longer his responsibility, the operating personnel office for the Secretariat as well as certain Field and Joint/DoD activities continues under his supervision.

* The Assistant Secretary of the Army (Manpower and Reserve Forces) continues to have staff supervision over the Department's civilian personnel program; but operational supervision of the Office of Civilian Personnel was transferred to the Assistant Chief of Staff, G-1, in 1955. (Now the Directorate of Civilian Personnel in Deputy Chief of Staff for Personnel.)

Other Functional Spin-Offs. The civilian personnel program is only one of many activities which began in the Secretary's office under the supervision of the Chief Clerk and evolved into separate organizations. Military appointments and orders were processed in the Secretary's office until the Adjutant General's Department was established in 1813. Veterans pensions and Indian affairs were other functions which started modestly within the Secretary's office before becoming "departments" within the War Department and then leaving to evolve as the Veterans Administration and the Bureau of Indian Affairs.

Counterparts. Two other positions are of special interest because they resulted from the traumatic split-offs from the War Department of the Navy and Air Force Departments. In between those two surgical operations, there may have been a temporary copy in the Confederate War Department.

a. Navy. The first counterpart of the War Department's Chief Clerk was the Chief Clerk of the Navy Department. It was created by the act of Congress in 1798 which established the separate Navy Department and assigned to it part of the responsibilities and files of the War Department. Navy's Chief Clerk became its Administrative Assistant and Chief Clerk in 1936. In 1942 that position was divided. The Administrative Assistant became primarily a financial advisor to the Secretary of the Navy in the days before the position of the Assistant Secretary of the Navy (Financial Management) was established in 1954. (The position of Administrative Assistant to the Secretary of the Navy continued to appear in Congressional Directory listings, however, through 1961, when the long time incumbent, John H. Dillon, may have retired.) Meanwhile, the Chief Clerk was recast as the Administrative Officer in charge of what became the Administrative Office of the Navy Department.

b. Confederacy. The act of the Confederate Congress establishing its War Department 21 February 1861 provided for a copy of the establishment which the Confederacy's President, Jefferson Davis, had headed as Secretary of War (1853-57). The Confederacy's Secretary of War was "to appoint a chief clerk thereof, and as many inferior clerks as may be authorized by law". Limited research so far on the Civil War period has not found the name of any incumbent or any other evidence that the position of Chief Clerk of the Confederate War Department was ever filled. J. B. Jones' A Rebel War Clerk's Diary, in which he describes his experiences as a clerk in the Confederate War Department from May 1861 until its fall, mostly within the Secretary's office, never refers to himself or anyone else as being the chief clerk.

c. Air Force. When this became a separate department in 1947, the position of the Administrative Assistant to the Secretary of the Air Force was based on the Administrative Assistant to the Secretary

of War and can be considered something like a twin* of the Administrative Assistant to the Secretary of the Army also established at the same time. Although the Army may have inherited more of the traditions of the War Department (a situation which may give it more interest in the history of this position), the Air Force position has an equal claim on the roots going back to the Chief Clerk of the War Department and 1789.

*The Administrative Assistant to the Secretary of the Air Force is not, however, an identical twin to the Army job. Army continues to provide the Air Force with some of the services which remained under the supervision of the Administrative Assistant to the Secretary of the Army. The position of Assistant Secretary of the Air Force (Management) established at the same time also included some responsibilities which in Army remained in the Administrative Assistant job.

CHIEF CLERKS OF THE WAR DEPARTMENT

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

ADMINISTRATIVE ASSISTANTS TO SECRETARY OF WAR/ARMY

John W. Martyn	1 January 1931 - 31 January 1960
Robert H. Willey	1 February 1960 - 15 October 1961
James C. Cook	16 October 1965 - 30 December 1965
John G. Connell, Jr.	31 December 1965 - 20 December 1979
R. M. Yingling (Acting)	30 December 1979 - 29 February 1980
Milton H. Hamilton	30 March 1980 -
* Title changed to Assistant and Chief Clerk in 1908	

HISTORICAL EXECUTIVE FURNITURE PROGRAM

In recent years the use of antique furnishings has gathered momentum on the American scene both in our homes and in restoration efforts of our Nation's historical sites. The Department of the Army has become increasingly aware of the need to preserve and effectively administer those items of its heritage that today still play their designed functional role in the day-to-day business of the Department. In 1970 the Office of the Secretary of the Army formally undertook an inventory to surface central insight into the whereabouts of many isolated antique and historical pieces of office furnishings within the Headquarters, Department of the Army; began to more effectively restore and maintain the items; and move on a deliberate course to return the furniture, to use by the Department's most senior officials. By the Bicentennial Period, the following Army executives had antique desks and furnishings: Secretary of the Army; Under Secretary of the Army; Assistant Secretary of the Army (IL&FM); General Counsel of the Army; Administrative Assistant; Deputy Administrative Assistant; Chief of Staff; Vice Chief of Staff; Director of the Army Staff; The Surgeon General; The Adjutant General.

The majority of the desks and other items were purchased in the 1880's by the War Department from Smith Bank and Office Furniture, Boston, Massachusetts. The cost of each desk at the time of purchase was approximately \$300! The purchase coincided with the initial moves into the State, War and Navy Building on Pennsylvania Avenue in 1884. Specific budgetary line items are reflected in exhibits found in the Congressional Records of 1883, 1884, and 1888, indicating the sums of money appropriated for the new executive furniture. A copy of an 1883 invoice in this regard is in the custody of the Administrative Assistant.

ANTIQUE EXECUTIVE DESKS

The executive desks were in continuous use by senior War Department officials throughout the early decades of the twentieth century. In the aftermath of the World War I expansion of the Department, however, a trend began which was eventually to affect some two-thirds of the desks. Newer, more modern-styled desks, were available in the Department and many officials elected to let their older desks drift down to lesser officials and officers; some forty to fifty years of constant use had taken its toll.

The frugal years of the Great Depression in the 1930's kept the desks in the supply system of the Department, but the upsurge of new furniture during World War II and the contraction of the Department following victory sent the majority of desks into surplus channels. Only the personal interest of the Director of the Defense Supply Service - Washington and his insight into the restored beauty of the pieces, caused many of the desks and other items on the property rolls of the Department to be retained. Older unrestored pieces turned in singly by one agency or another culminated in a suite of antique furniture for the Director, Defense Supply Service in the 1950's and eventually prompted similar contributions to the offices of the chiefs of other closely associated service organizations.

The first Secretary of War to use one of the desks was Robert Todd Lincoln, son of Abraham Lincoln. A photograph on file shows William Howard Taft, Secretary of War (1904-1908) (and later President) working at his desk; both desk and chair are still in daily use within the Office, Secretary of the Army. The desk in the Immediate Office of the Chief of Staff also has historical significance. Initially in the 1880's the desk was used by the Commanding General, U.S. Army and it made an orderly transition with Lieutenant General Samuel B. Young from that position to his new role as the first Chief of Staff, U.S. Army, in 1903. The desk has remained in the Chief's office for 76 years. John J. Pershing, Douglas McArthur, George C. Marshall, Dwight D. Eisenhower (later President) and Omar N. Bradley were among the 31 of our most senior military men to have used the desk. Eighteen Surgeon Generals of the Army have also used one of the desks continuously since 1884.

One of the desks was used by only five individuals in nearly ninety years. Through 1940, three Chief Clerks/Administrative Assistants successively used the same desk. From that time until 1970, two Directors, Defense Supply Service - Washington, occupied this piece. Upon retirement of the second Director, this desk was transferred to its current occupant - the Under Secretary of the Army.

The fine workmanship of the New England craftsmen can be seen when looking at any of the antique furniture. The desks prompt considerable discussion and admiration with their delicately disguised front and side compartments utilizing all available space. Some of the compartments still retain pigeon holes for filing papers. The desk of the Secretary of the Army measures seven feet by five feet and is ornately carved on the top border, sides, and back drawers. The pull handles on the rear drawers are brass rings hanging from crafted lion's jaws. The desk is mahogany wood with a blue felt top and has sixteen (16) drawers and one compartment.

OTHER ANTIQUE FURNITURE

Other items of interest in the antique executive furniture collection are tables, bookcases, chairs, coat racks and wardrobes, a clock once used by Jefferson Davis, Secretary of War 1853-1857 and later President of the Confederacy 1861-1865, and kerosene lamps used by Ulysses S. Grant, Interim Secretary of War in 1867 and later President of the United States.

PORTRAITS

In addition to the Army's fine collection of historical executive furniture under the custody of the Administrative Assistant to the Secretary of the Army, there is also an historically significant collection of portraits in

oil of the Secretaries of War and Army. Many of these paintings were completed during the 1800's. They are not only priceless works of art, but important reminders of the early days of the War Department dating back to the Revolutionary Period.

The paintings of the Secretaries of War are hanging in chronological order on the Third Floor, "A" Ring of the Pentagon beginning midway between Corridors 4 and 5. Adjacent to the first portrait is a dedication plaque commemorating these early leaders and the many contributions they made to their country.

The portraits of the Secretaries of the Army are also a valuable part of this art collection. They are hanging in the "A" Ring, 3rd Floor, between Corridors 6 and 7 in the Pentagon.

Portraits of the Chiefs of Staff, beginning with Samuel B. Young in 1903, are also an integral part of the Army's antique portrait collection. The Office of the Chief of Military History has custody of the paintings of all Chiefs of Staff. These portraits are hanging in the "E" Ring, 2nd Floor between Corridors 6 and 7 in the Pentagon.

Since these items were purchased (some, over a hundred years ago), the Army has grown and changed immeasurably. These collections may well be some of the last remnants of the United States War Department as it was in the late nineteenth century. It is the Department of the Army's intention to continue to preserve and utilize these collections as a tribute to the durability of the Republic and as an inspiration to our leaders now and in the decades to come.