

AR 10-5

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OFFICE OF THE
ADMINISTRATIVE ASSISTANT
TO THE
SECRETARY OF THE ARMY

1 Oct 1981



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

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 Civilian Personnel Security Program.

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

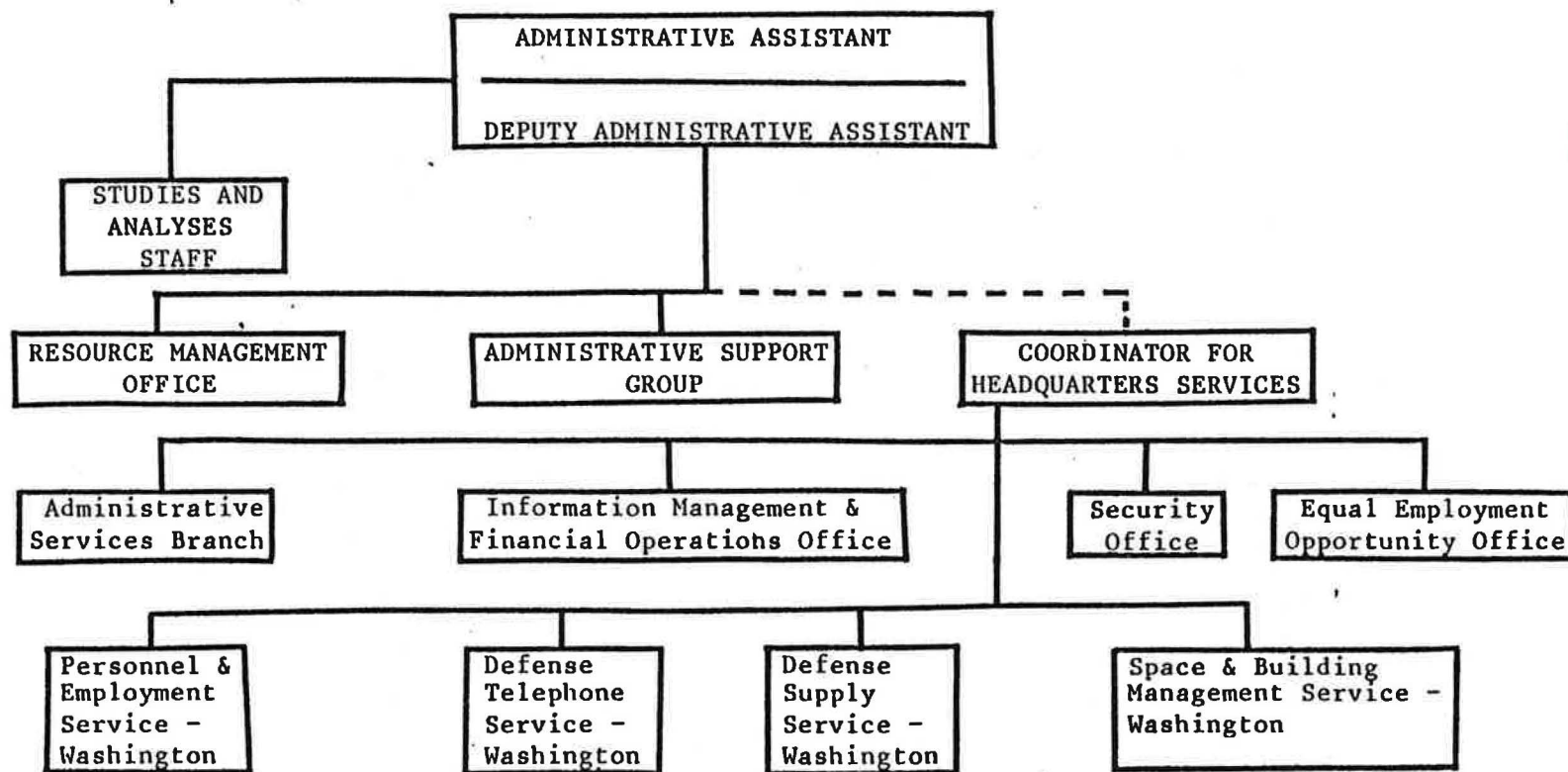
o Executive Agent Role:

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

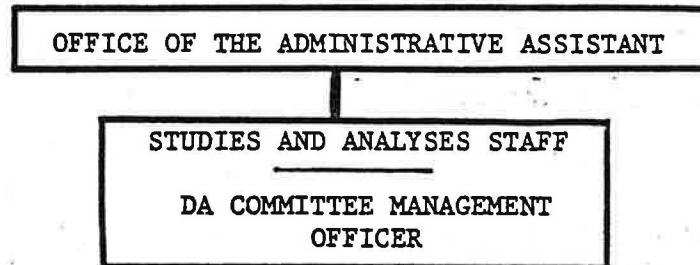
OFFICE OF THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY



-----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.



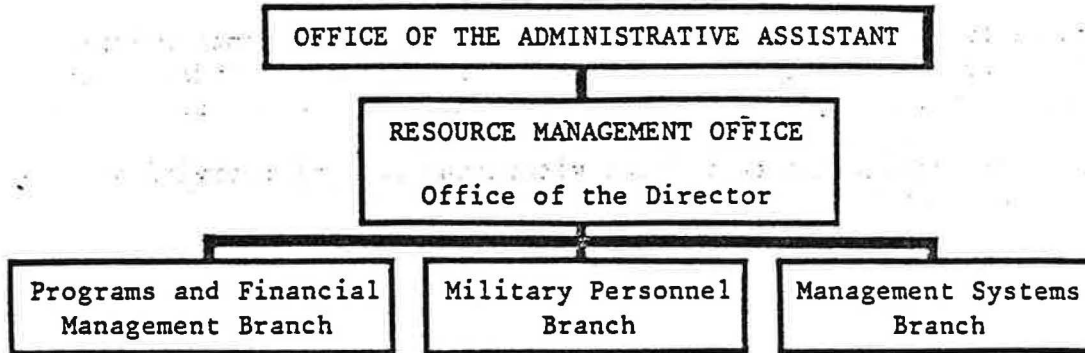
The Studies and Analyses Staff is responsible for:

- 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.

RESOURCE MANAGEMENT OFFICE

The Resource Management Office provides general administrative and financial management support for the Secretariat and its 35 serviced activities.



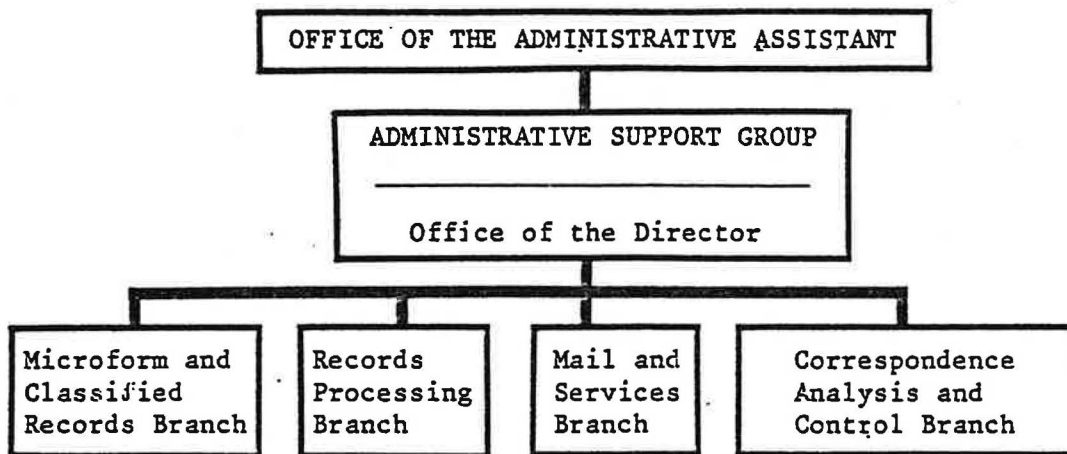
The Resource Management Office is responsible for:

- o Budget, programming and financial management for over \$100 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 Performing internal audits and reviews.
- o Managing the use of office space and conducting space utilization surveys and planning studies.
- 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 1400 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 Development, 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:

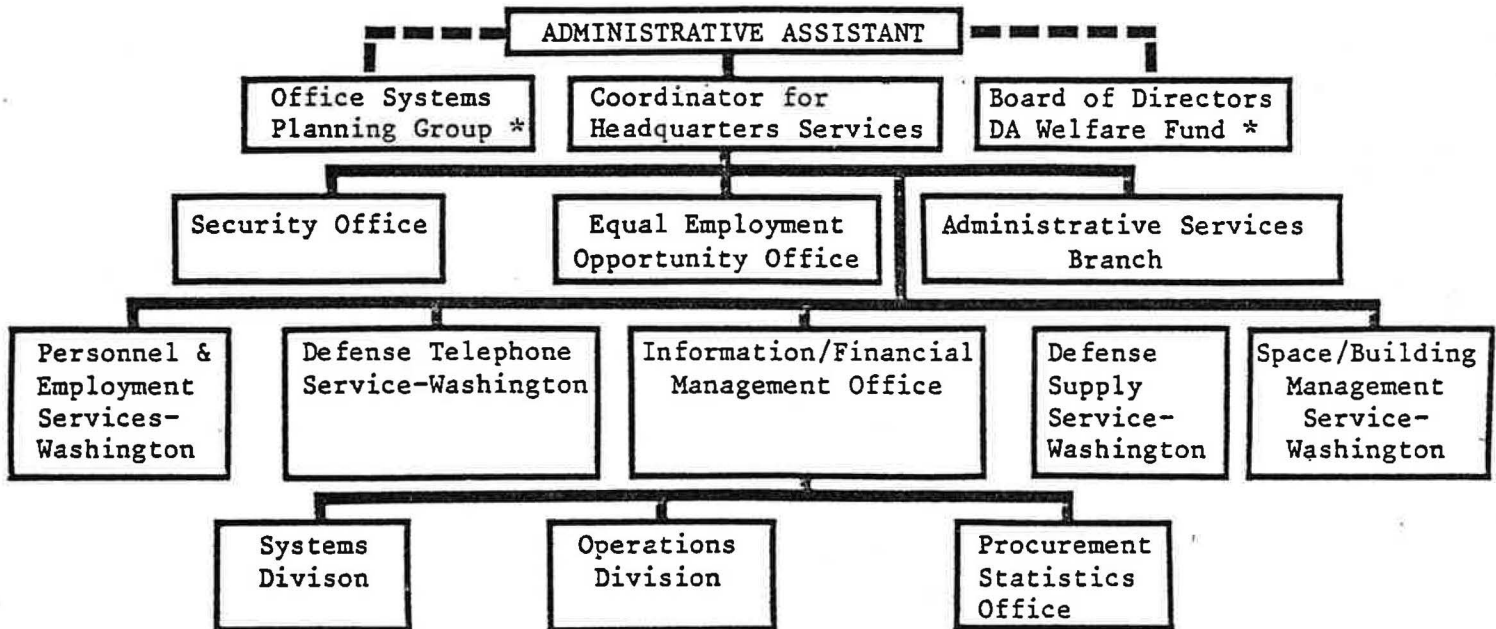


The Administrative Support Group is responsible for:

- 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 of daily summary of significant actions, gleaned from incoming letters, messages, cables.
- o Records management for the Office, Secretary of the Army.
- 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.
- c 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.

* 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.)

- Information systems and data coordination for OSA and serviced activities.
- Equal employment opportunity for the OSA and other serviced activities.
- Civilian employment security program and functions for OSA and serviced elements.

FINANCIAL STEWARDSHIP RESPONSIBILITY
 COORDINATOR, HEADQUARTERS SERVICES-WASHINGTON

FY 1981 ACTUAL

Total Direct Customer/Client Support* \$507.89 Million

Consisting of:

a. Defense Supply Service-Washington (DSS-W)

175 Customer Agencies/Activities 417.7 Million

Value of Acquisition

(Contracts over \$10K:	\$385.8M)
(Contracts under \$10K:	24.9M)
(Army Stock Fund:	7.0M)

b. Defense Telephone Service-Washington (DTS-W)

340 Customer Agencies/Activities

Value of Service Provided (Billing)

(AUTOVON:	\$5.8M)	56.1 Million
(Admin Phones:	50.3M)	

c. Space and Building Management Service-Washington (S&BMS-W)

GSA Army Occupied Space in NCR

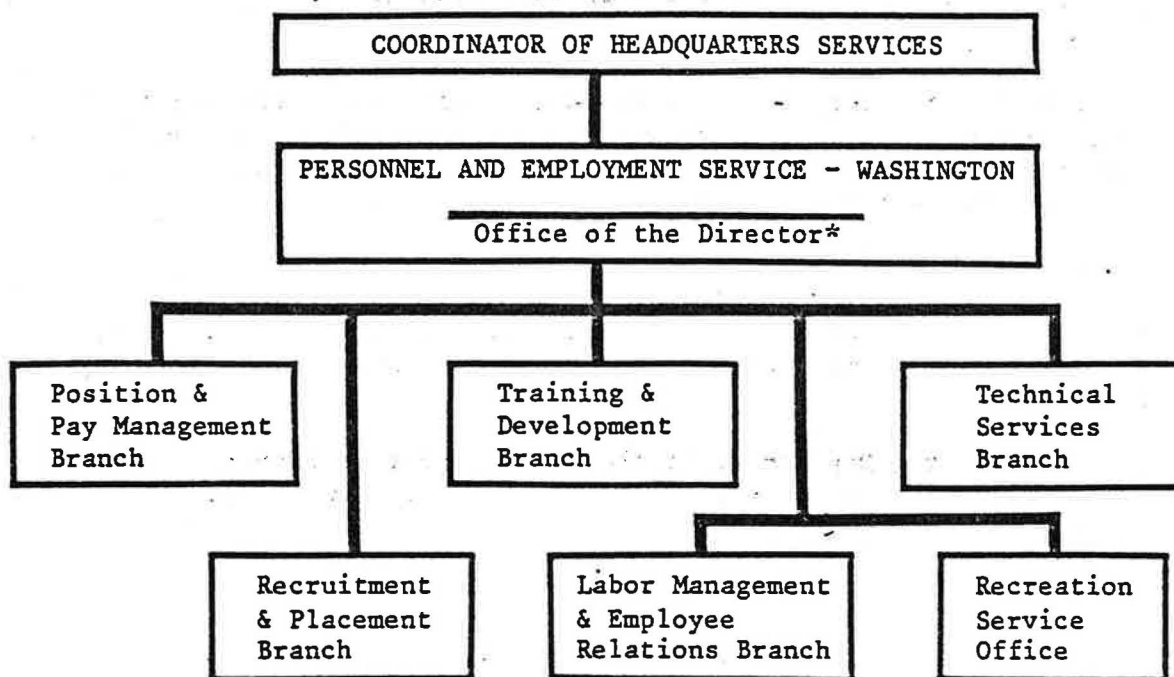
Total Obligations		34.0 Million
(Rent & Utilities:	\$30.2M)	
(HVAC:	2.8M)	
(Alteration & Repair:	1.0M)	

d. DA Welfare Fund .09 Million

*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 2000 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.

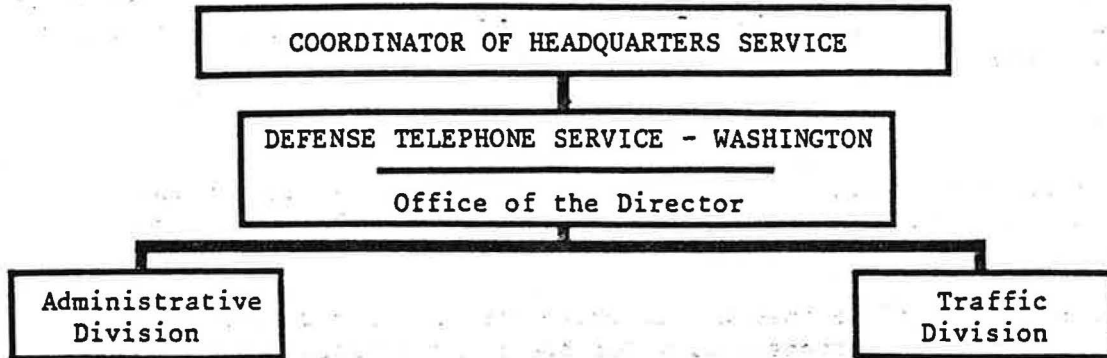
The Civil Service Act of 1883 and the new appointment procedures that followed so increased the work that the Appointment Division was established within the office of the Secretary of War in 1898. It was headed by the Appointment Clerk under the supervision of the Chief Clerk. Increasing responsibilities 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 telephone facilities located in the National Capital Region through the following organization:



The Defense Telephone Service - Washington is responsible for:

- o Providing telephone service to 340 user agencies at 200 DOD locations in the NCR and with more than 110,000 telephones installed; providing nearly \$40 million in telephone 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 switchboards.
- o Providing billing and statistical information for all DOD components.
- o Receiving and processing all requisitions for telephone service.
- o Auditing and paying bills for administrative telephone 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 telephone 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.

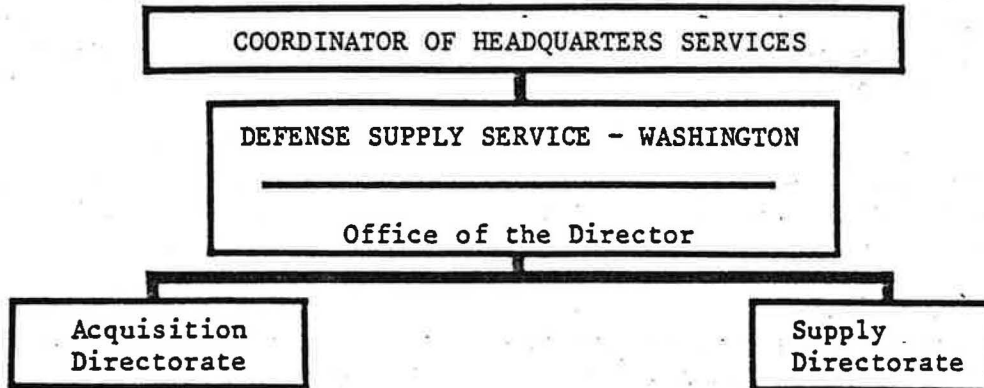
The DTS-W operates, manages, and administers the administrative telephone system that serves all DOD locations throughout the NCR with the exception of Andrews Air Force Base and Fort Belvoir. (These latter two Base telephone systems are Government-owned and are being considered for consolidation into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

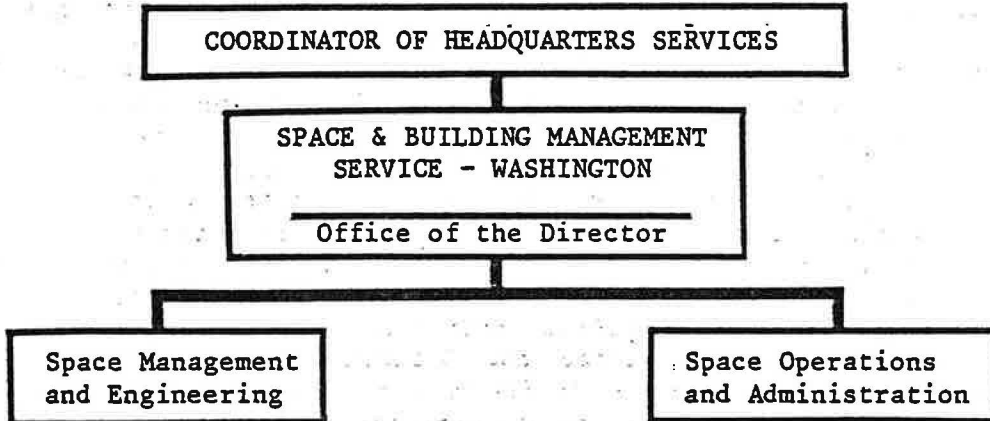
Five years later in 1889, Secretary of War William C. Endicott placed the operation of the Supply Division under civilian control and since that date, the Defense Supply Service - Washington and its antecedent organizations have been headed by a civilian responsible directly to the Secretary or his Administrative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