

The Realignment Review

Headquarters Missions

Secretariat

- Serve Secretary as chief executive of the service
- Establish policy and direction
- Perform functions reserved to Secretary (while responsive to Chief):
 - Acquisition, auditing, comptroller, information management, inspector general, legislative affairs, public affairs (Title 10)
- Oversee compliance with law, policy, and regulation

Army Staff

- Serve Secretary, Under Secretary, Assistant Secretaries, and Chief of Staff in role as service chief (and member of JCS)
 - Normally: manpower and personnel, logistics, installations, operations and plans, requirements and programs, intelligence, command, control and communications (1986 Report language)
- Supervise subordinate commands and organizations

Both

- Advise the SecDef and OSD on service needs and capabilities
- Identify, validate, prioritize and justify resource requirements
- Plan programs and budgets and supervise execution
- Articulate and defend service requirements to external audiences and decision makers in DoD, Executive Branch, Congress, and public
- Supervise activities providing Army-wide services (Field Operating Activities)

Situation

- Overlap between Secretariat and Army Staff activities
 - Unity of effort jeopardized
 - Excessive overhead costs
- Assumption of operational functions within Secretariat and Army Staff
- Ineffective (and inefficient) divisions of responsibility within the HQDA staff and major commands
- Duplication of effort among the Army active and Reserve components
- Difficulty in streamlining processes because of split ownership
 - Misaligned functions
 - Unclear lines of authority
 - Too many layers
- Due out to Congress on CNA study findings and recommendations
- Mandated 15% reduction in Headquarters strength by 30 September 2002

Vision

The Army realignment will achieve a leaner, more integrated, and streamlined Headquarters, Department of the Army that ...

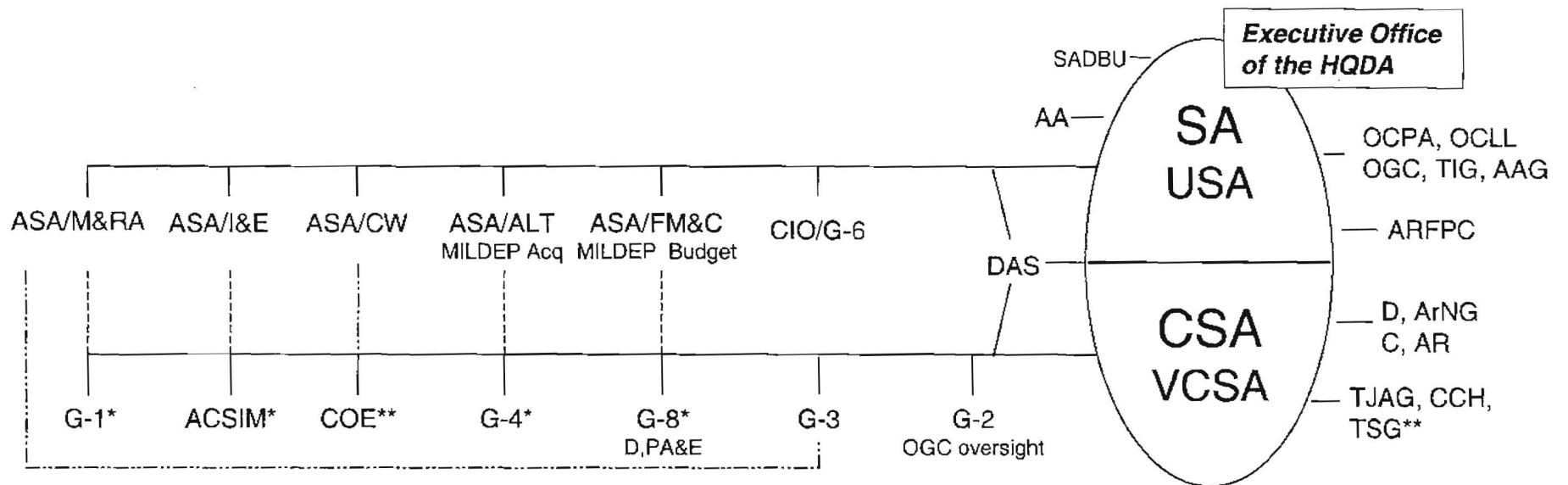
- Complies with Title 10 and other applicable titles;
- Creates a more agile, responsive, and adaptive staff for transformation;
- Reduces layers of review and approval;
- Applies, where practical, business approaches and techniques to Army challenges;
- Accommodates the key issues and concerns of active and Reserve components within an integrated staff; and
- Achieves significant efficiencies in manpower and funding.

Factors to Success of the Realignment

- Alignment of similar functional responsibilities and authorities into coherent organizational structures
- Elimination of resulting excess or overlapping capability
- Following realignment, development of new processes to streamline required activities within each functional area
- Enhanced compliance with established Army processes and systems
- Adoption of the right mix of military, civilian, and contractor support to achieve objectives of the Headquarters
- Divestiture of non-core functions

**Principal effort to realign the
headquarters –**

Unified Headquarters Major Changes



* Responsible to ASA for advice and assistance within functional area
 ** MACOM commanders

----- Clearly defined responsibilities to ASAs

----- Oversight

Phased Integration of RC into HQDA

- Army National Guard and Army Reserve have created “shadow” staffs to develop and advocate their interests
- Opportunity to enhance integration over time and reduce staff levels
 - Requires identification and fill of key ARSTAF leadership and action positions
 - Eliminate “shadow” staffs and retain only Title 10 (Sec. 10503 and 3038) required staff
- Process
 - Reserve Components identify / retain Title 10 (Sec. 3038, 10503) support staff
 - Integrate other staff vertically and horizontally
 - CAR and DARNG migrate positions to support the integration
 - AC migrates positions from the staff to accommodate the integration
 - Includes action officers, division chiefs, and general officers
 - Phased implementation
 - “Multi-compo staff” like a “multi-compo unit”

Increased Senior Civilians in ARSTAF

- Current turn over among military staff and increasing complexity of staff work make continuity a serious challenge
- Lack of institutional memory handicaps Army in working with OSD and other staffs
- Successful examples in HQDA staff today – DISC4, DCSPRO, ACSIM
- Intent to develop key individuals and expand opportunities
- Corollary impacts ...
 - Create greater opportunity for understanding and cooperation between civilian and military workforces
 - Generate greater innovation with “mixed” staffs

Specific Changes by Functional Area

Requirements Development and Validation

- Requirements approval withdrawn from Army Training and Doctrine Command by Chief of Staff, Army; retained at HQDA
- Army Requirements Oversight Council (AROC) created to review and validate requirements
- New requirements process organizations established
 - In G-3, new Director of Requirements; Requirements Staff Officer (RSO) positions to assess/integrate TRADOC and field submissions, including early consideration of constraints
 - Responsible for validation of proposed requirements and assessment of alternatives
 - In G-8, Synchronization Staff Officer (SSO) positions to address coordination/integration of materiel and associated requirements for fielding new systems
 - Identify solutions and integrate into program
 - Focus on getting the “requirement” right to limit change and assess affordability properly
- TRADOC organization and structure in next phase – already looking at CNA-type changes

Acquisition and Logistics

- Complete PEO/PM re-structure with direct lines to AAE
- PMs in Army Materiel Command/Deputies for Systems Acquisition moved under PEO/PM structure reporting to AAE
- PMs under DISC4/CIO moved to PEO/PMs under AAE
- All funding flows to PEO/PMs
- Deputy AAE created as career position
- OASA(ALT) streamlined, execution to PMs
- Centralized policy and oversight in Army Contracting Agency
- DCSLOG (G-4) responsible to ASA(ALT) for sustainability
- “Rules” for transition from acquisition to sustainability created to define clear lines of responsibility and authority
- Review process created to address disconnects in program development and maturation

Resource Management

- Realignment to provide ASA(FM&C) guidance to and oversight over development and execution of Army program and budget
- Proposed three-star Military Deputy for Budget position directly subordinate to ASA(FM&C)
 - Replaces DASA(Budget)
- G-8 responsible to ASA(FM&C) for programming phase of PPBES
 - Brings PA&E under ASA(FM&C) purview
- Relationships facilitate coordinated development of program and budget, particularly in concurrent program/budget development process
- Army PPBES review under ASA(FM&C) underway to address challenges of current system, including ...
 - Lack of flexibility for senior decision makers
 - Late consideration of senior leader inputs
 - Growing unfinanced requirements

Human Resource Management

- ASA(M&RA) assumes policy, direction, and oversight role vs. past operational roles
 - Significant streamlining
- DCSPER (G-1) responsible to ASA(M&RA) for manpower management
 - Clear lines of responsibility
 - Integrated military and civilian manpower management
 - Integrated AC and RC personnel policy and management
- Realignment of military and civilian personnel execution activities to Army Staff elements
- Recruiting Command to become part of an Accessions Command, unifying Initial Entry Training, Cadet Command, OCS and recruiting
 - 3-star headquarters at Ft Monroe
 - No physical moves planned
 - Policy, mission, distribution and advertising budget for recruiting remain in M&RA/G-1

Centralized Management

Installation Management

- ACSIM responsible to ASA(I&E) for installation management
- Consolidation of several Army Staff elements and Field Operating Agencies, exploitation of COE activities
- Centralized management of Army installations through regional offices, significant savings
- Effective in FY03

Information Management

- CIO/DISC4 assumed control of IM funding 8 August
- Focus on creation of enterprise information management system
- Dissolution of Staff Support Activity, creation of Field Operating Agency for centralized management of non-tactical communications and information management
- Creation of HQDA Director of Information Management
- Linked to installation management initiative

External Affairs

Public Affairs

- Consolidation of fragmented staff efforts in four directorates under Chief, Public Affairs
- Establishment of strategic communications division
- Planning for consolidation of some RC public affairs activities into OCPA
- Mechanisms to coordinate Army-wide activities

Legislative Affairs

- Consolidation of OCSA and Army Staff legislative affairs personnel in OCLL
- Retention of congressional liaison with Appropriations Committees in ASA(FM&C)
- Improved linkages of OCLL and CoE
- Improved linkage of OCLL and Army commands

Lessons Learned

- Few new good ideas. Past studies/analysis have identified most. Good ideas often require adaptation.
- Catalog/retain headquarters studies – there is no repository.
- Staff has trouble working out of the box -- at first!
 - Then have great ideas (takes 3 to 4 weeks).
 - But often have difficulties in own organizations.
- Put team offsite for the duration.
- Assumptions key.
- Build both macro models/function models.
 - Decide on macro and integrate functionally.

Lessons Learned (cont'd)

- Work on getting concept plan right.
 - Let staffs work detailed plans.
- Open discussion, close hold products.
- Vet ideas/models with principals/deputies.
- Everybody has a set of numbers – be cautious, consistent.
- Work the Hill, even if they are not receptive.
- Science board – like process; can assist in thinking through issues.
- Momentum is important!

Next Steps

Implement Phase 1 realignment

- Underway, decision memos prepared
- Army-wide announcement 18 December, concurrent with SecArmy press conference
- Complete all transitions NLT 30 September 2002

Start Phase 2 – other FOAs

- Begin week 7 January 2002, finish 1 April 2002

Start Phase 3 – MACOMs

- Begin week 7 January 2002, finish 1 April 2002