

Review of the 2001 Realignment Task Force



30 October 2014

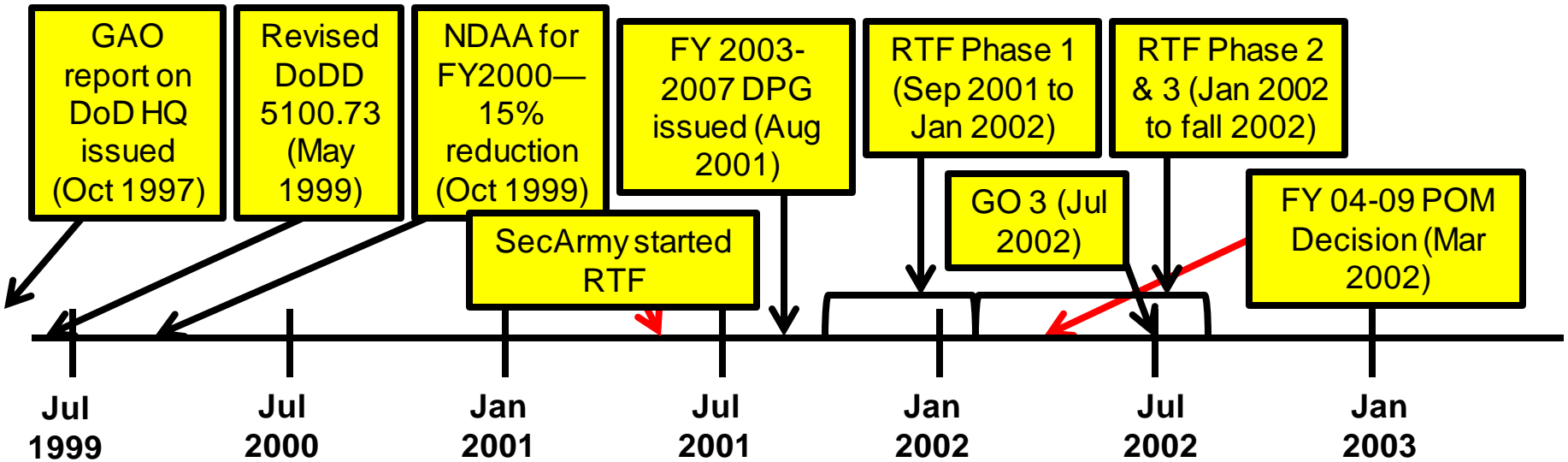


- The National Defense Authorization Act of 2000 mandated 15% headquarters reduction at a rate of 5% per year for three years starting 1 October 2000 (codified in 2003 Defense Planning Guidance).
 - Requirement to Congress to address study findings/recommendations concerning HQDA from a 2001 Center for Naval Analysis project entitled “The Army Acquisition Management Study: Congressional Mandate for Change” (May 2001).
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- Significant overlap between Secretariat and Army Staff activities
 - Unity of effort jeopardized
 - Excessive overhead costs
 - Assumption of operational functions within Secretariat and Army Staff, including a perception of ineffective division of responsibility within the HQDA staff and major commands

The Department of Defense and the Army were looking at a major reduction of end strength—then the events of September 2001 changed the strategic situation for the United States.

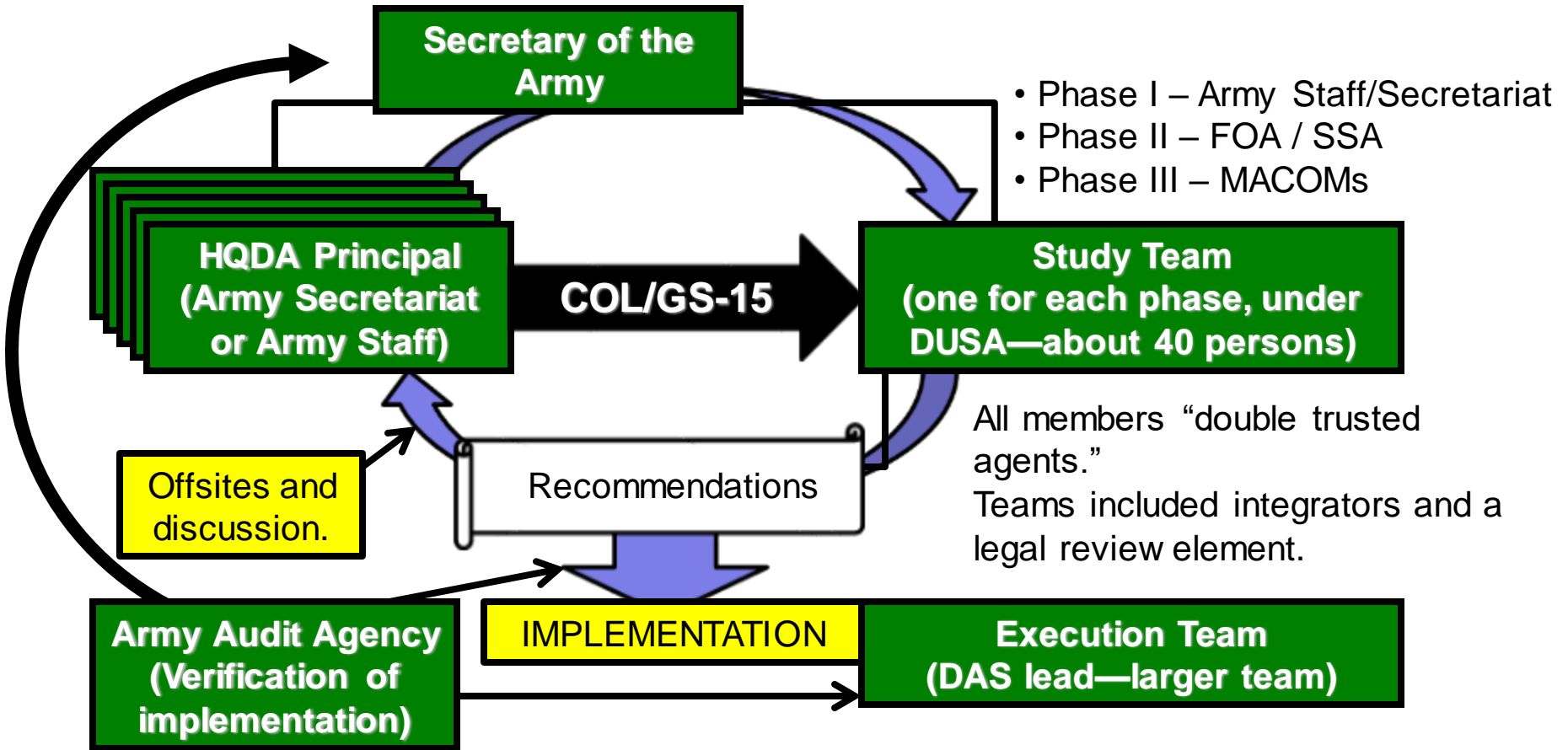
The Army realignment will achieve a leaner, more integrated, and streamlined Headquarters, Department of the Army that ...

- 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;
- Achieves significant efficiencies in manpower and funding.



- The National Defense Authorization Act of 2000 mandated 15% headquarters reduction at a rate of 5% per year for three years starting 1 October 2000 (codified in FY 2003-2007 Defense Planning Guidance).
- The May 1999 revision of DoDD 5100.73 increased reportable AMHA numbers (11,795 to 17,918).
- Secretary White starts the Realignment Task Force work in mid-2001.
- The March 2002 Management Headquarters POM briefing led to the final decisions on reduction of funding and on the personnel changes.

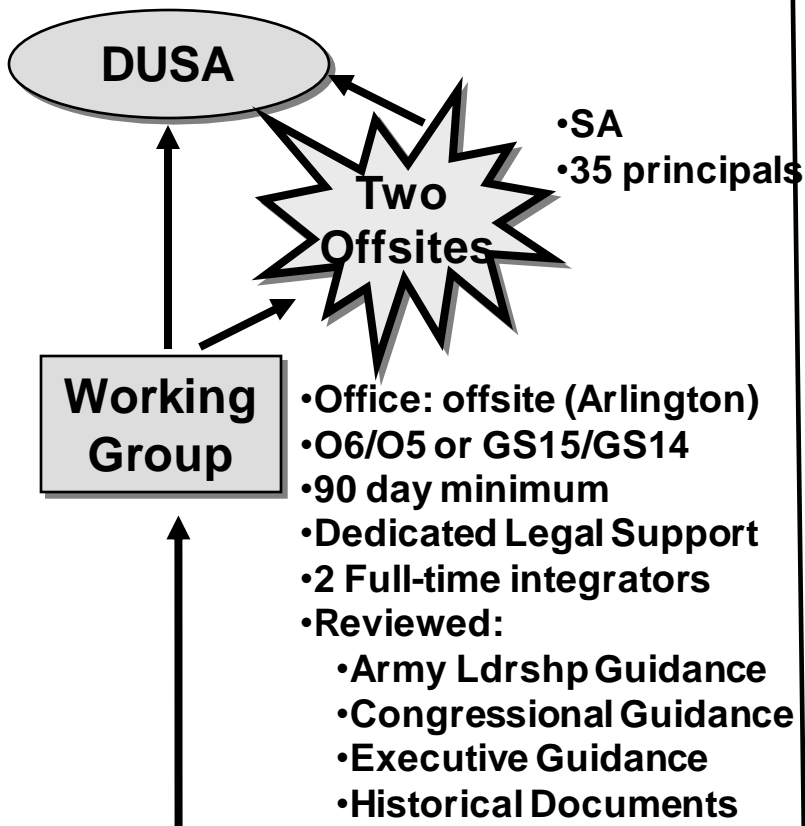
The Department of Defense and the Army completed their work to meet the October 2002 date in compliance with the NDAA.



- **Final Decision Making:** The SA brought all 35 principals into the room and nobody else (except 2 note takers)--decisions always governed by the 35 principals.
- **Decisions Ordered:** General Orders issued to solidify final decisions and checked by audit.



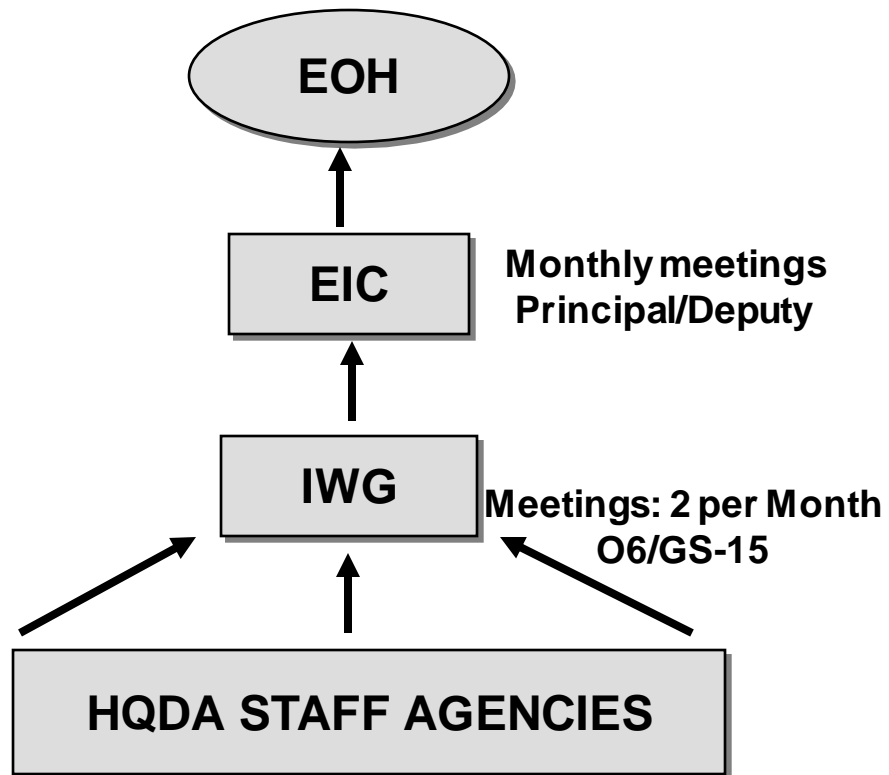
Planning



Functional Area Teams

Requirements Development and Validation	External Affairs
Acquisition and Logistics	Resource Management
Human Resource Management	Centralized Management

Execution



IWG Representatives from:

AAA (Chair)	G1	DARNG	MWR
ASA (M&RA)	G3	CAR	NGRC
ASA (AL&T)	G4	OCLL	STRICOM
ASA (FM&C)	G6/CIO	OCPA	ACA
OGC	G8	TIG	Acquisition Support Center
DUSA	PAED	TJAG	ATEC
ACSIM	AASA	VDAS	APFRI
TRADOC	AMC	OTSG	LIA
FORSCOM	CCSA	OSG	Army Safety Office
SASA-BT	AWC	CMH	

- **Executive Office of the Headquarters:** Formed from the Secretary, Under Secretary, Chief of Staff, and Vice Chief of Staff of the Army to:
 - eliminate the existence of two separate decision making channels
 - clearly delineate responsibilities within the Headquarters
 - streamline the flow of information
 - speed decision making.
- **Director of the Army Staff:** Increased power and made responsible for tasking and coordinating the entire Headquarters' staff to achieve the objectives of Army leadership—including enforcing RTF decisions.
- **Secretariat:** The organization became a smaller, streamlined staff, retaining responsibility for policy formulation and strategic direction, as well as oversight of Army planning and resource management.
- **Army Staff:** Continue to perform Army-wide in support of Title 10 functions plus assumed the historical G-staff designations.
- **Personnel:** Moved civilian manpower offices in OASA(M&RA) to Army G-1.
- **Army National Guard and Army Reserve:** Integrated many of their existing separate headquarters' staff into key HQDA positions.
- **Office of the Deputy Under Secretary of the Army (International Affairs):** Disestablished on 31 October 2001, duties sent to other elements.

- **Army Contracting Agency:** Establish to provide policy and oversight of Army contracting activities and assume control of regional and installation contracting offices.
- **Chief, Public Affairs:**
 - Consolidate disparate public affairs activities and staff across the Secretariat and Army Staff into the Public Affairs organization
 - Provide Headquarters wide support.
- **Office of the Chief of Legislative Liaison (OCLL):**
 - Serves as the sole directive agency for Department of the Army (DA) congressional affairs.
 - Formulate and supervise legislative affairs policies and coordinate the Army's relations with the Congress to gain support for Army budget, plans, programs, and policies.
- **IMA (now IMCOM):** Established by pulling positions from MACOM and HQDA—shifted installation management to a more centralized operation with separate budgeting lines.
- **The Army Acquisition Executive (AAE):** Army acquisition programs will come under the direct control of the AAE, and reorganized the Program Executive Office (PEO) structure to absorb all program managers and materiel acquisition missions from AMC.



To meet FY2003 DPG

	<u>Manpower</u>
FY99 Baseline	17,918
Minus Joint and SOF	-2,317
(Services told to leave Joint and SOF MHA alone)	
Army controlled FY99 Baseline	15,601
85% of base (-15% Target)	13,261
Total Reductions	-2,340
Army implemented reductions (2001-2002)	617
Remaining reductions wedged against MACOMs	-1,723



- Army did reduce 617 positions from the 2,340 overall requirement. (4%, not 15%), by 2002, requiring the leadership to identify an additional 1723 positions for elimination.
- As seen below, the rest of the positions could not be achieved--the actual results led to a shift of positions and a transfer of funds (but no savings):

15 % AMHA Wedge	-1723 AMHA spaces	
CIM reduction to MACOMs	-1400 AMHA spaces	}
IMA HQ	+ 500 AMHA spaces	
Regional Offices	+ 900 non-AMHA spaces	



Personnel/Funding Outcomes

Target # of reductions was: -2,340

AMHA w/Tech adjustments	AMHA personnel plus funding reductions
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$$\frac{1,517}{15,601} = 10\%$$

$$\frac{617}{15,601} = 4\%$$



The Realignment Task Force brought significant changes to the organization and operation of Headquarters, Department of the Army. Some of the changes have endured to the present day, but significant savings were not achieved.