

## 1992: Headquarters Redesign Study

**Study:** Headquarters Redesign Study, or the Shannon-Reimer Study (Mark D. Sherry, *The Army Command Post and Defense Reshaping, 1987-1997*. U.S. Army Center of Military History, 2008)

**Purpose:** The U.S. Army was amidst a drastic end strength reduction at the end of the Cold War when Operations DESERT SHIELD and DESERT STORM temporarily halted personnel separations. Nonetheless, the Army cut more than 100,000 military personnel after the operations ended in 1992. Under Secretary of the Army John W. Sherman and Vice Chief of Staff General Dennis J. Reimer realized that the Army could face valid criticism if it cut the field force but kept the headquarters intact. They chartered a Headquarters Redesign Study that supported Secretary of the Army Michael P.W. Stone's desire to reorganize the headquarters before the Office of the Secretary of Defense could implement its own restructuring plans. The study was formally constituted on 19 October 1992 with a mission to develop an organizational structure that would streamline administrative management. The study group consulted with Headquarters, Department of the Army, principals and found widespread disagreement about optimal reorganization due to perceptions of the Goldwater-Nichols Act. Army Staff officers tended to believe that Goldwater-Nichols had shifted too many essential research, development, and acquisition functions to the Secretariat. Secretariat officials disagreed, and they supported removing functions from the Army Staff.

**Outcome:** Due to the many disagreements between the Staff and Secretariat, the study group recommended maintaining the current headquarters structure. Efficiencies, the study concluded, could be found through better alignment of functions. Army leadership approved the study's recommendations on 15 January 1993, which included adding an assistant chief of staff for installation management to the Army Staff. The study also mandated a reduction of Field Operating Agencies and Staff Support Agencies from 113 to 72 by 1997 with a personnel reduction from 47,487 to 33,792. Furthermore, it called for a reduction in headquarters personnel from 3,105 to 2,536 over the same four-year period.

Dr. Matthew Margis

Approved by: Dr. Peter Knight, GS-15