

1998: Redesign of the Institutional Army

Study: Force XXI TDA Axis Redesign of the Institutional Army (Center of Military History files)

Purpose: The Redesign of the Institutional Army was really the result of many years of efforts to reshape the Army headquarters, and it fell under the umbrella of the wider Institutional/Table of Distribution and Allowances (TDA) Army Axis of the Force XXI Campaign. Earlier studies and initiatives, including the Headquarters Redesign Study (1992), the National Performance Review (1993), and the Commission on Roles and Missions (1994), had highlighted the need to streamline the Army headquarters. The Vice Chief of Staff of the Army provided oversight to the entire redesign effort while the Deputy Chief of Staff for Operations and Plans and the Assistant Secretary of the Army (Manpower & Reserve Affairs) coordinated the effort and integrated the results of the redesign. The redesign efforts for the institutional Army focused on reengineering departmental processes and organizational structures to support the Army's Title 10 competencies while reducing the size of Headquarters, Department of the Army (HQDA).

Outcome: Despite some intent, the Redesign Working Group determined that the bimodal nature of HQDA with a civilian Secretariat and uniformed Army Staff was sound. The group determined the best way to improve efficiencies was to retain the bimodal staff, reduce overall personnel by 10 percent, and transfer key policy functions from staff support agencies (SSAs) and field operating agencies (FOAs) to HQDA. The results of the Redesign study had wide ranging effects and reshaped the structure of the Army headquarters. Some of the changes included realigning Army Space and Strategic Defense Command under U.S. Army Training and Doctrine Command (TRADOC) as the Army Service Component Command of SPACECOM. The Army War College and Army Management Staff College shifted to TRADOC, and the redesign set the foundation to develop a separate Accession Command that also fell under TRADOC. Additionally, the study resulted in a 21 percent reduction in SSA spaces. Other offices were downsized. Overall personnel reductions cut the headquarters staff from 2,957 to 2,408; SSA personnel from 3,694 to 3,224; and FOA personnel from 30,453 to 15,751.

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