

## **1995: Headquarters, Department of the Army, Redesign Working Group**

**Study:** The HQDA Redesign Working Group (Mark D. Sherry, *The Army Command Post and Defense Reshaping, 1987-1997*. U.S. Army Center of Military History, 2008)

**Purpose:** The Headquarters, Department of the Army (HQDA), Redesign Working Group grew out of wider Army command reassessments focused on streamlining functional areas. In May 1995, the Army's director of management organized a Redesign Working Group to develop detailed recommendations on reshaping the headquarters. The group consisted of twelve action officers and five contract personnel, along with Lt. Gen. (Ret.) Charles P. Otstott. Two colonels and one senior civilian from the Army Staff and Secretariat co-chaired the group. Operating independently with minimal guidance, the group conducted its own research and did not solicit input from within the headquarters. The group also lacked any guidance from the Office of the Secretary of Defense (OSD), which proved critical because up to that point, HQDA had evolved in response to changes in organization and management processes initiated by OSD at the joint level. The group then, on its own volition, conducted functional area reviews in November and December 1995 and developed a series of restructuring options geared toward the Army Staff, Secretariat, and each of HQDA's sixty-one field operating agencies (FOAs) and fourteen staff support agencies (SSAs).

**Outcome:** The working group recommended eliminating or merging fourteen FOAs and eight SSAs. It also recommended transferring another twelve FOAs out of the headquarters. This would have reduced authorized FOA/SSA headquarters personnel spaces from 37,110 to 20,237 with smaller cuts to HQDA itself. In February 1996, Army leaders accepted most of the recommended options, which eliminated 3,268 civilian spaces from the Army headquarters and transferred 13,605 military and civilian personnel authorizations to major commands. Leaders rejected suggestions to merge the Army Staff and Secretariat and eliminate most assistant secretary positions. The working group also persuaded Army leadership to recreate the position of Assistant Vice Chief of Staff at the three-star level, which mirrored equivalent positions in the Navy and Air Force. Finally, the HQDA Redesign Functional Area Assessment transferred the Army Recruiting Command and the Military Entrance Processing Command from the Office of the Deputy Chief of Staff for Personnel to U.S. Army Training and Doctrine Command.

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