

## **1978: Headquarters Reductions**

**Study:** Headquarters Reductions (Department of the Army Historical Summary, Fiscal Year 1978)

**Purpose:** Beginning in 1976, the Secretary of the Army ordered eighteen separate base realignment and Army resource management studies, with eleven completed by the end of the fiscal year. That same year, the Secretary initiated seventeen additional base realignment studies with a goal of eliminating over 3,200 civilian spaces and conversion of approximately 3,000 military positions to combat roles, which was projected to save the Army nearly \$90 million. In July 1977, HQDA ordered a personnel reduction. And, in July 1978, the Under Secretary of the Army directed the Army Staff to further review all Army study and analysis activities to address efficient use of resources and procedures and integration of previous study results. One of the actions under consideration included the closing of Fort Monroe and relocation of TRADOC's headquarters.

**Outcome:** In March 1978, automation and communications management were consolidated at HQDA while command and control management stayed separate under the Deputy Chief of Staff for Operations and Plans. Meanwhile, the Vice Chief of Staff approved consolidation of manpower management responsibilities under the Deputy Chief of Staff for Personnel; military training oversight under the Deputy Chief of Staff for Operations of Plans; resource management review under the Director of Program Analysis and Evaluation; development of Army resource management policies under the Comptroller of the Army; and a realignment of responsibilities related to managing base operations functions within the Army Staff. And the U.S. Army Civilian Personnel Center consolidated the functions, personnel, and equipment of the Civilian Personnel Field Operations Agency and the Civilian Career Management Field Agency under the Deputy Chief of Staff for Personnel. Ultimately, these efforts resulted in the reduction of HQDA strength by more than 1,300 personnel (approximately 69% civilian and 31% military) through the transfer or elimination of positions.

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