

**Office of the
Administrative Assistant
to the
Secretary of the Army**



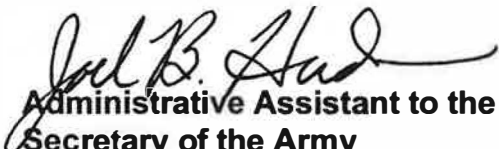
**ORGANIZATION AND FUNCTIONS
2000**

INTRODUCTION

This handbook has been developed to assist recently appointed officials in becoming familiar with the organization and functions of the Office of the Administrative Assistant to the Secretary of the Army.

It highlights the roles of the Administrative Assistant as the personal and confidential assistant to the Secretary of the Army, as the senior Army administrator, and as the "surrogate" major commander providing the services and facilities necessary for the physical functioning of the Headquarters, Department of the Army. The handbook also provides a brief overview for each element within the organization and an historical review of the creation and evolution of the Administrative Assistant's position.

In 1789 Congress enacted legislation that provided for a Chief Clerk to assist the Secretary of War. Through the years, the duties and responsibilities of the Chief Clerk grew, the title changed, and the associated organization significantly expanded. The personnel of the Office of the Administrative Assistant are extremely proud of its heritage and are fully dedicated to be the provider of choice...providing quality, timely and responsive support to our customers with a highly motivated, trained and diverse team of professionals maximizing the use of advanced technology.


**Administrative Assistant to the
Secretary of the Army**

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SECTION I

OVERVIEW

MAJOR RESPONSIBILITIES OF THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY

The Administrative Assistant is the senior career civilian in the Army and is directly responsible to the Secretary of the Army. The incumbent serves the Secretary as a personal and confidential assistant with broad responsibility for the administration of the Department of the Army, the Office of the Secretary, and Headquarters, Department of the Army.

In his role as the senior Army administrator, the Administrative Assistant establishes policy, reviews operations in support of that policy, and reports results. He operates a support structure that provides for or coordinates the services, facilities and equipment necessary for the physical functioning of the Headquarters, Department of the Army and, in those areas specified by DoD, for the Office of the Secretary of Defense, the other military services, and Defense agencies and Army activities in the National Capital Region. In this regard he functions much as a MACOM commander.

The Administrative Assistant is responsible for providing MACOM/Installation level support functions for HQDA. He is responsible for overseeing 16 administrative services organizations that provide a broad range of support to HQDA and other Defense agencies in the NCR. He supervises a procurement and contracting agency that procures about \$2 billion with 345 customer agencies. In addition, he has stewardship responsibility for \$3.7 billion and 12,782 manpower spaces.

The specific duties of the Administrative Assistant as shown first in Title 10 U.S.C. and reiterated in General Orders and Army Regulations are as follows:

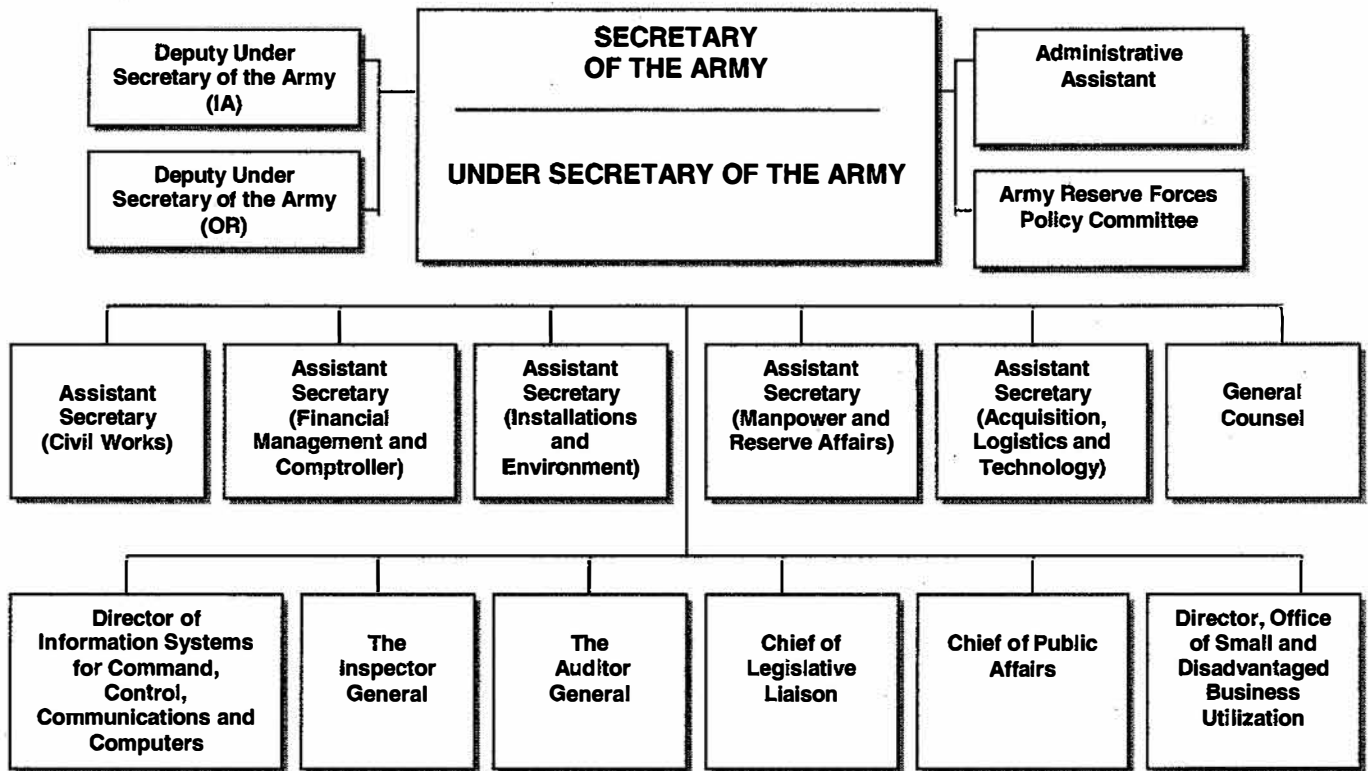
- o Providing oversight of the administration function for the Department of the Army**
- o Developing command policies and ensuring the efficient administration, management, and organization of HQDA and its staff support and field operating agencies**
- o Maintaining custody of all records, books, and papers of the Department of the Army**

- o **Providing administrative and management services to the departmental Headquarters and agencies/activities assigned for support in the following functional areas:**
 - oo **Manpower and General Management Programs**
 - oo **Information Management**
 - oo **Internal Review and Audit Compliance**
 - oo **Financial Management (programming, budgeting and accounting for overall execution of Secretariat and Army Staff resources)**
 - oo **Personnel Administration**
 - oo **Equal Employment Opportunity**
 - oo **Security Administration (physical, personnel, and information)**
 - oo **Safety and Occupational Health**
 - oo **Total Army Management**
 - oo **HQDA Correspondence Tracking System**
 - oo **Records Management**
 - oo **Official Mail Program**
 - oo **Organizational Matters**
 - oo **Pentagon Renovation**
- o **Providing staff coordination between OSA and OCSA**
- o **Providing administrative continuity in OSA during normal changes and serving as the primary Army point-of-contact for transition between Administrations**
- o **Serving as the focal point for Army responses to correspondence from the White House, DoD, and other Federal agencies**
- o **Providing Continuity of Operations Planning for OSA**

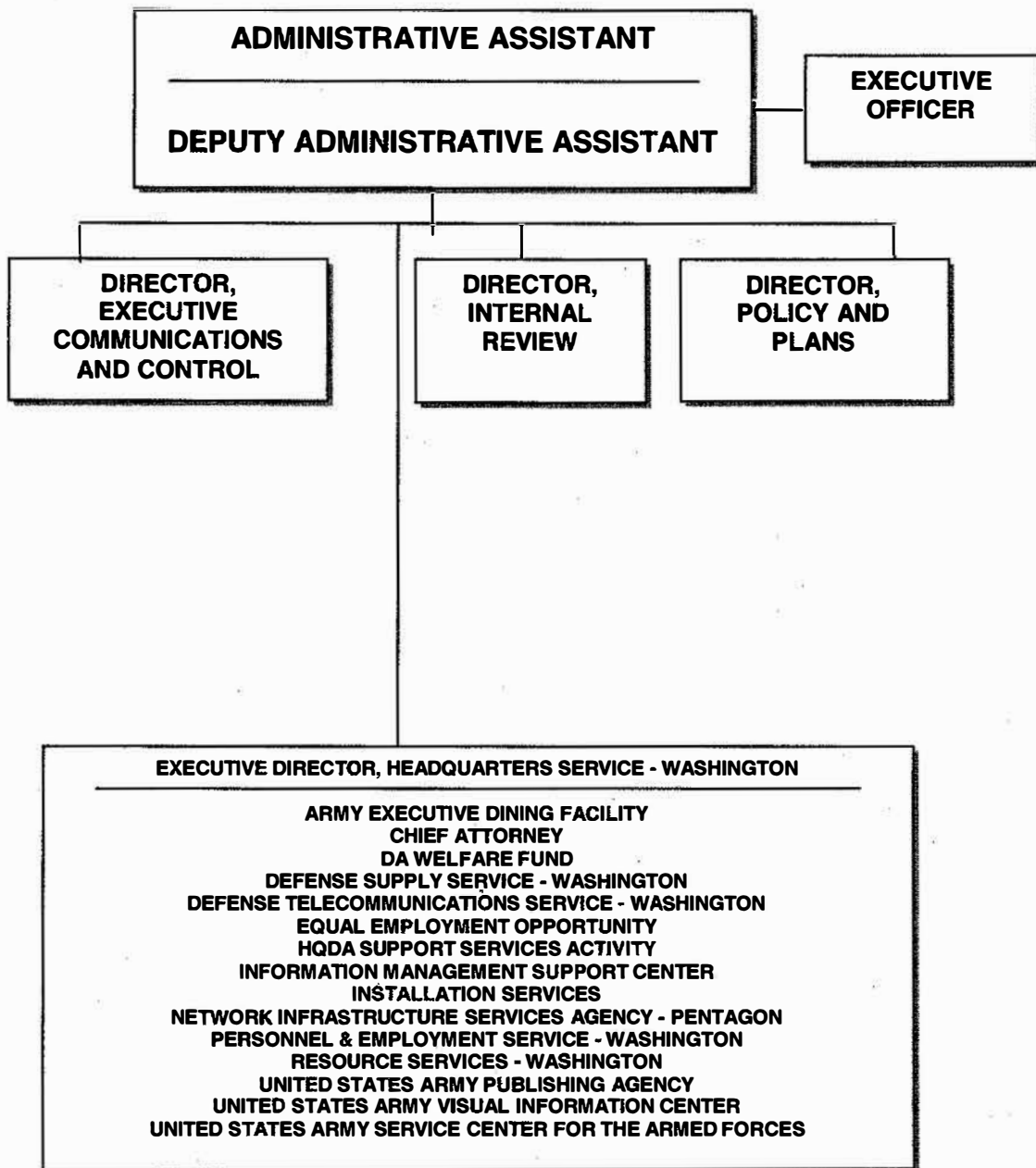
- o **Administering the DA Committee Management Program and serving as the DA point of contact for the Federal Executive Boards**
- o **Developing policy for fund-raising within Department of the Army**
- o **Overseeing the Army's correspondence policy**
- o **Authenticating all departmental publications**
- o **Administering FOIA and Privacy Act matters for OSA.**
- o **Exercising Head of the Contracting Activity (HCA) responsibilities for Defense Supply Service-Washington**
- o **Supervising many activities of Joint/DoD administrative service elements in the National Capital Region involved in acquisition, supply, contractual and related support; personnel services; telecommunications activities; space and building management services; and travel, passport and motor transportation services, visual information**
- o **Acting for the SA in matters involving heraldry and military history**
- o **Providing OSA oversight of printing and publications matters for the Department of the Army**
- o **Administering the DoD Passport and Passport Agent Program**
- o **Serving as a member of the DoD Concessions Committee, the Army/Air Force Civilian Welfare Fund Board of Directors, Pentagon Renovation Oversight Group, and such other joint, interagency, or departmental committees as directed**
- o **Army-wide Publishing Policy**
- o **Army Executive Dining Facility services**
- o **Network Infrastructure Services Agency – Pentagon (NISA) acquires, manages, operates, and maintains network systems, network security, telecommunications, data processing centers, video teleconferencing, cable television, engineering technical services, and executive systems. Additionally, NISA provides executive travel communications support for Secretary of the Army and Chief of Staff**

The Administrative Assistant accomplishes these duties with the assistance of a deputy and staff of over 2,000. Organization charts and function statements are provided for each element.

ARMY SECRETARIAT



**OFFICE OF THE ADMINISTRATIVE ASSISTANT
TO THE SECRETARY OF THE ARMY**



SECTION II

HEADQUARTERS DEPARTMENTAL SUPPORT ORGANIZATIONS

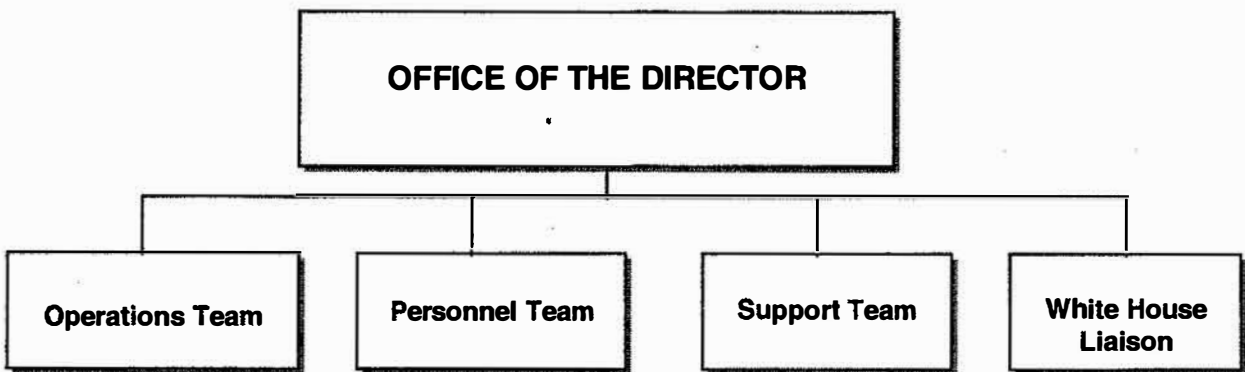
EXECUTIVE OFFICER

EXECUTIVE OFFICER

The Executive Officer is responsible for:

- o Orchestrating the Administrative Assistant's daily affairs, which includes providing counsel on a wide variety of departmental and base operation matters**
- o Maintaining a strong link between the Office of the Administrative Assistant and other Principal Officials, while ensuring that all matters are acted upon at the appropriate level**
- o Serving as the Administrative Assistant's senior military advisor, recommending initiatives to improve the quality of life and readiness of the Office of the Administrative Assistant's military personnel**

EXECUTIVE COMMUNICATIONS AND CONTROL DIRECTORATE



The Executive Communications and Control Directorate:

- o Ensures requirements, direction and guidance emanating from outside the Army and from the Army's senior leadership--the Secretary of the Army, the Chief of Staff, the Under Secretary of the Army, the Vice Chief of Staff, the Administrative Assistant to the Secretary of the Army and the Director of the Army Staff--are understood and accomplished by the Departmental staff
 - oo Interprets guidance and assigns all actions to HQDA staff
 - oo Ensures a fully coordinated Departmental position is achieved before issues are presented to the Army's senior leadership for decision
 - oo Enforces DoD and DA correspondence standards
 - oo Manages Departmental staff action suspense system
- o Schedules, coordinates, and documents all meetings/briefings for the senior leadership
- o Coordinates accurate flow of information between the Army's senior leadership and HQDA staff
- o Provides comprehensive, accurate advice to the Army leadership

- o Serves as liaison between HQDA and the White House Military Office on all matters pertaining to White House communications, correspondence, and other administrative matters**
 - oo Coordinates White House correspondence prepared by HQDA staff and agencies in support of Executive Department activities**
 - oo Reviews investigative files of individuals nominated for Presidential support duty and coordinates all selections and nonselections**
 - oo Arranges/conducts initial interviews of prospective White House Social Aides, initiating all correspondence pertaining to nomination and selection. Monitors the Social Aide Program for HQDA**
 - oo Monitors the Secretary of the Army Website, ensuring e-mail is acknowledged and responses provided in a timely manner**

INTERNAL REVIEW DIRECTORATE

OFFICE OF THE DIRECTOR

The Internal Review Directorate is responsible for:

- o Providing the Administrative Assistant with real time audit capability by developing and executing an annual audit plan, providing objective evaluations of known or suspected problem areas, reporting pertinent facts and making constructive recommendations**
- o Verifying that operational performance is consistent with governing regulations**
- o Performing exploratory reviews of potential internal control problems in areas subject to waste, embezzlement, unauthorized diversion of resources, or erroneous records**
- o Evaluating the economy, efficiency, and effectiveness of procedures and systems**
- o Auditing Nonappropriated-Fund Instrumentalities for which the Office of the Administrative Assistant has responsibility**
- o Controlling and responding to Army Inspector General and Chief of Legislative Liaison requests for information regarding DoD hotlines and congressional correspondence**
- o Monitoring all actions related to audits, surveys, and reviews performed by external agencies, to include audit liaison, and processing replies to tentative findings, drafts and final reports; ensuring that prompt and proper corrective actions are taken as recommended**
- o Coordinating with U.S. Army Audit Agency, the process of follow-up on findings and recommendations contained in internal and external audit reports**

POLICY AND PLANS DIRECTORATE

OFFICE OF THE DIRECTOR

The Policy and Plans Directorate is responsible for:

- o Preparing Headquarters organization, missions, and functions documents (AR 10-5) and the General Orders which announce the Secretary of the Army's assignment of responsibilities to OSA officials**
- o Reviewing proposed Departmental policy publications prior to authentication by the Administrative Assistant to ensure appropriate coordination and compliance with authentication requirements**
- o Developing and conducting a Presidential Transition planning program for outgoing and incoming Secretariat officials and for the Secretary of Defense and Department of Defense nominees, as required**
- o Developing ground transportation policies for HQDA; monitoring transportation provided in the National Capital Region; and coordinating requests for exception to policy (i.e., first class air travel, spouse travel, and ground transportation to airports, private residences, etc.)**
- o Developing policies for administering and supervising the DA Committee Management Program, and the Army's Federal Executive Boards**
- o Developing policy and procedures for the management, control, production, issue, storage and distribution of Army-wide publications; managing the Army MDEP for the Army-wide Publishing and Printing Program; and responding to the Chairman of the Joint Committee on Printing (JCP), the Public Printer, GPO, the Director of Bureau of Engraving and Printing, and the Administrator of General Services Administration (GSA) on matters related to Army-wide publications and printing**
- o Performing and participating in studies on DA-wide and Headquarters management policies, programs, organizational structure, functions, systems, and controls**

- o **Developing policies on fund-raising within the Department of the Army (AR 600-29), and the DoD Passport and Passport Agent Program (DoDD 1000.21)**
- o **Developing policies for HQDA and its NCR activities on a variety of administrative matters (i.e., group dismissals for hazardous conditions, approvals for HQDA sponsored conferences, authority for dispensing alcoholic beverages, etc.)**
- o **Acting as primary point of contact for Army Secretariat concerning HQDA Continuity of Operations (COOP). Providing representation to HQDA Emergency Relocation Group, developing COOP plans, and participating in exercises**
- o **Developing policy for DOD and tri-service Blood Collection Council**

SECTION III

BASE OPERATIONS SUPPORT ORGANIZATIONS

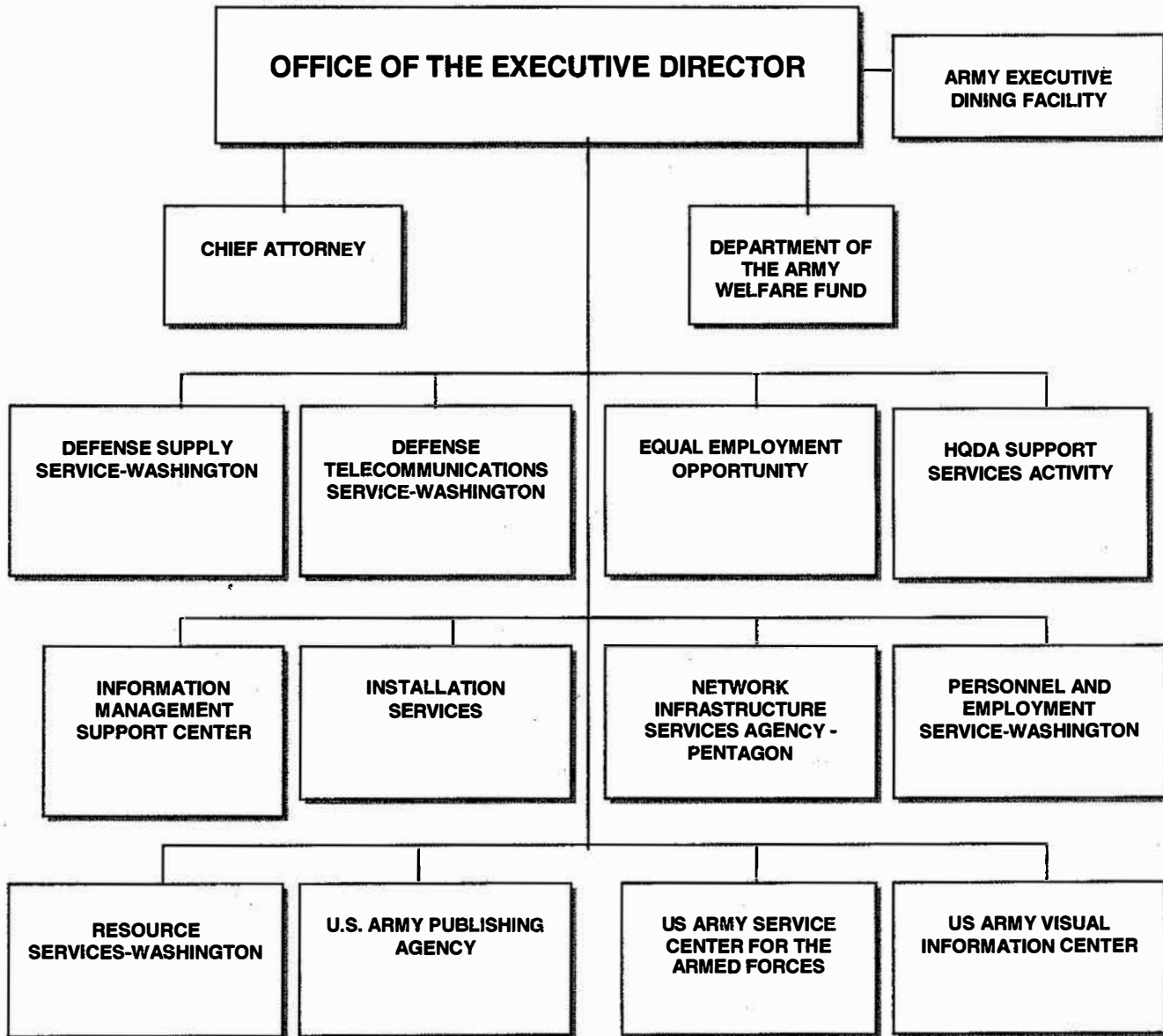
MAJOR RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR, HEADQUARTERS SERVICES- WASHINGTON

The Executive Director, Headquarters Services-Washington, under the direction of the Administrative Assistant, is responsible for the supervision of support elements that furnish a wide variety of administrative and management services to the Headquarters, Department of the Army and to Department of Defense components in the National Capital Region. These services include:

- o Centralized acquisition, supply, contractual and related support services (storage, transportation and disposal)**
- o Legal service support of acquisition related activities**
- o Telecommunication services**
- o Physical space and facilities management for all general purpose space used by the Department of the Army in the NCR**
- o Information management support services**
- o Resource management and financial operation services**
- o Equal employment opportunity administration**
- o Morale, welfare and recreation activities**
- o Military and civilian personnel administration**
- o Physical, personnel and information security**
- o Pentagon motor pool, library, official travel, and passport and visa services**
- o Safety and occupational health services**
- o DA Welfare Fund administration**
- o DOD Mail Services administration**

- o **Central U.S. Registry administration**
- o **Master Planning Department of Army facilities in the Pentagon for the Pentagon Renovation Program**
- o **Army Executive Dining Facility**
- o **Network Infrastructure Services Agency – Pentagon (NISA) acquires, manages, operates, and maintains network systems, network security, telecommunications, data processing centers, video teleconferencing, cable television, engineering technical services, executive systems and applications software support, desktop services, and information technology training. Additionally, provide executive travel communications support**
- o **Management of the Army-wide Integrated Publishing and Printing Program**
- o **Audio visual support**
- o **Armed Forces Hostess Association (Volunteers)**

HEADQUARTERS SERVICES-WASHINGTON



ARMY EXECUTIVE DINING FACILITY

OFFICE OF THE MANAGER

The Army Executive Dining Facility (AREDF) is responsible for:

- o Providing a suitable facility where the Secretary of the Army and the Chief of Staff, U.S. Army, can dine and host special functions for foreign dignitaries, official visitors, and other guests, as necessary, in the execution of the responsibilities of their respective offices**
- o Providing a secure and private facility for senior-level personnel in the Secretariat and the Army Staff, where they may dine with guests and at the same time conduct official business**
- o Ensuring individual members have no proprietary interest in the AREDF but will derive benefits exclusively through participation in, or patronage of, the activities for which the AREDF is established**
- o Establishing membership by written invitation of the Secretary of the Army and limiting affiliation to senior-level military and civilian employees of the Secretariat and the Army Staff**
- o Ensuring the establishment, management, operation, and dissolution of the AREDF are under the general supervision of the Secretary of the Army and the Administrative Assistant to the Secretary of the Army**
- o Maintaining personnel staffing, operational equipment, appropriated and non-appropriated funds, financial records, and monthly cumulative Balance Sheet and Income Statements**
- o Implementing meal prices sufficient to cover the cost of all consumables, their related operating expenses, and not less than prices charged in comparable commercial establishments**

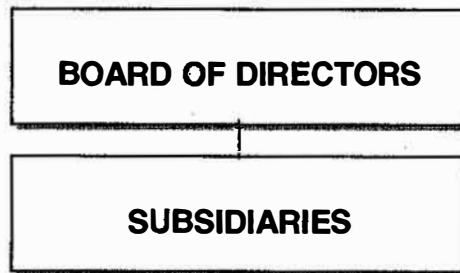
CHIEF ATTORNEY

OFFICE OF THE CHIEF ATTORNEY

The Office of the Chief Attorney is responsible for:

- o Serving as legal counsel to Executive Director, Headquarters Services-Washington**
- o Acting as ethics advisor for Headquarters Services-Washington**
- o Acting as the Procurement Fraud Advisor**
- o Acting on Freedom of Information Act requests within the Administrative Assistant's initial denial authority**
- o Replying to acquisition related FOIA requests on behalf of DSS-W**
- o Providing counsel on acquisition matters**
- o Representing DSS-W in protests to the General Accounting Office**
- o Providing fiscal law advice to Headquarters Services-Washington**
- o Providing legal advice to Headquarters Services-Washington on all other matters except labor and EEO issues**

DEPARTMENT OF THE ARMY WELFARE FUND



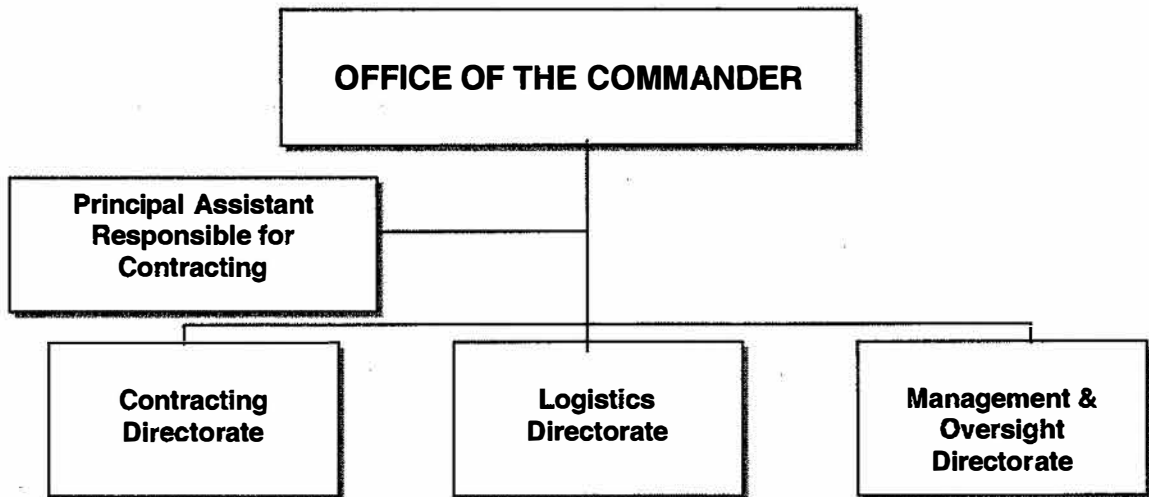
The Administrative Assistant through the Executive Director, Headquarters Services-Washington, exercises general supervision and control of the Department of the Army Welfare Fund (DAWF). The DAWF derives its income from grants from the Department of Defense Concessions Committee, interest on capital investments, fees from sponsored recreational activities, revenue from resale items, and donations. Support from the fund is equally available to civilian and military personnel assigned to Headquarters, Department of the Army, to Major Army Commands and field activities of the Department which are located in general purpose space in the National Capital Region. Military personnel who receive command unit fund monies are excluded.

Oversight responsibilities include:

- o Ensuring that nonappropriated fund resources to support the morale and welfare and recreation program are identified in annual budgets and that the program has sufficient resources to implement its objectives
- o Supervising the activities of the Board of Directors, which is responsible for determining programs, projects, and classes of expenditures that would constitute appropriate uses of the DAWF
- o Appointing a Funds Manager to be responsible for all fiscal operations associated with the fund
- o Providing oversight for the following five subsidiary funds:

Office, Secretary of the Army
Army Staff Activities
U.S. Military District of Washington
Military Traffic Management Command
U.S. Army Materiel Command

DEFENSE SUPPLY SERVICE-WASHINGTON

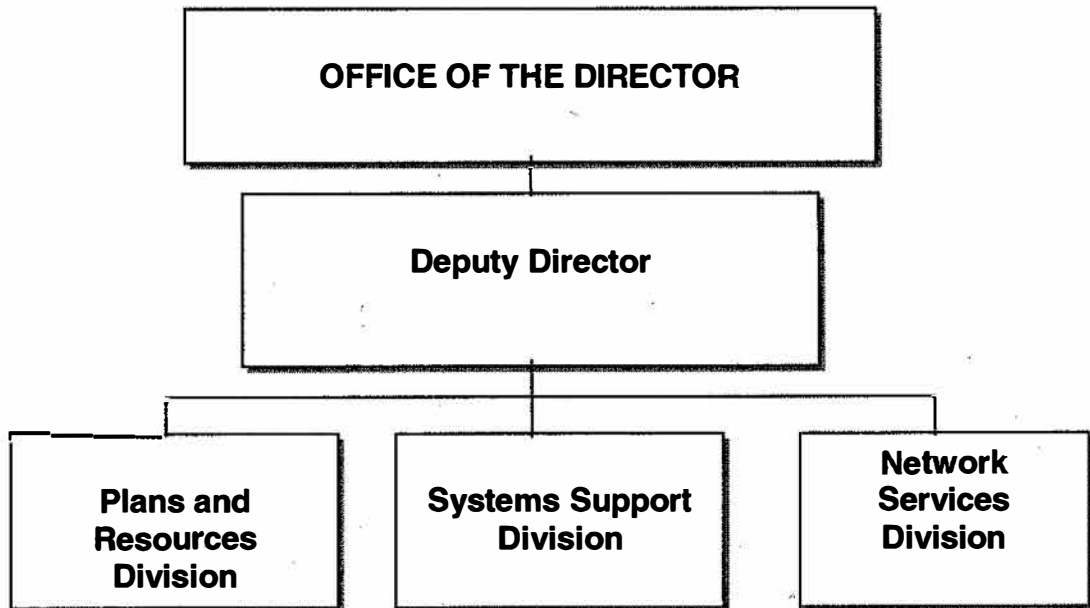


Defense Supply Service-Washington (DSS-W) is responsible for:

- o Contracting support to all DoD activities within the National Capital Region (NCR) to include:**
 - oo All phases of contracting, from pre-award to award through contract administration and close out**
 - oo Contracting to support requirements for telecommunications equipment and services; advertising; training and technical conferences; research, professional, scientific and technical studies; information technology (IT) hardware, software and services; grants, and cooperative agreements with non-profit organizations, universities and federally supported institutions**
 - oo Managing the DoD purchase card program for all National Capital Region customers**
 - oo Assisting customers in managing contracts and preparing purchase request documentation**
- o Logistic support to all DoD activities within the NCR to include:**
 - oo Managing a demand-supported stock record account**

- oo Operating storage warehouses for demand-supported stocked items and transporting materials within the NCR**
- oo Operating a property repair facility for the fabrication and repair of displays and antique/executive furniture**
- oo Operating a surplus property disposal and reutilization facility to reallocate excess property to other DoD/government activities**

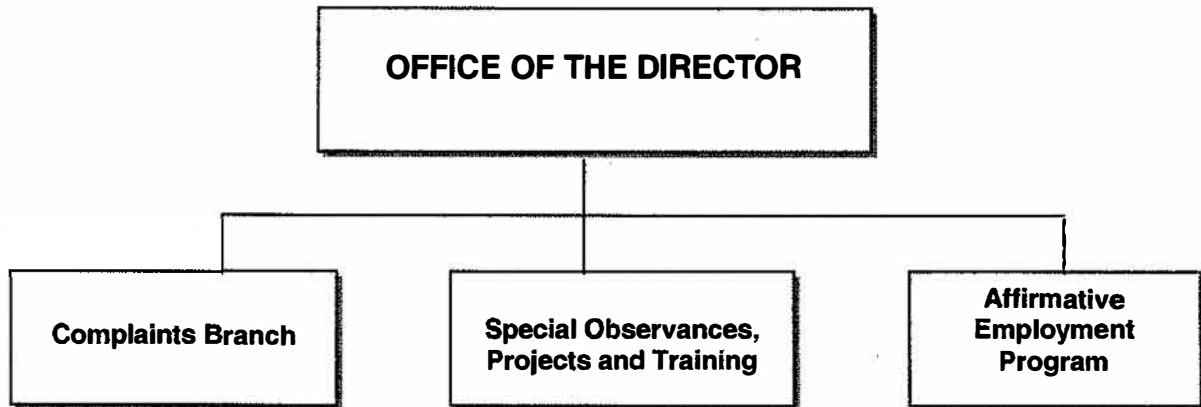
DEFENSE TELECOMMUNICATIONS SERVICE-WASHINGTON



Defense Telecommunications Service-Washington is responsible for:

- o **Providing centralized voice, video and data telecommunications equipment, service, and support to all DoD components/elements in the National Capital Region**
- o **Operating the Department of Defense Consolidated telecommunications switchboard and centralized voice teleconferencing service**
- o **Providing billing and statistical information for all DoD components**
- o **Auditing and paying bills for consolidated telecommunications service provided to subscriber DoD agencies**
- o **Publishing and distributing the DoD Telephone Directory**
- o **Providing voice mail service, pagers, and cellular telephones**

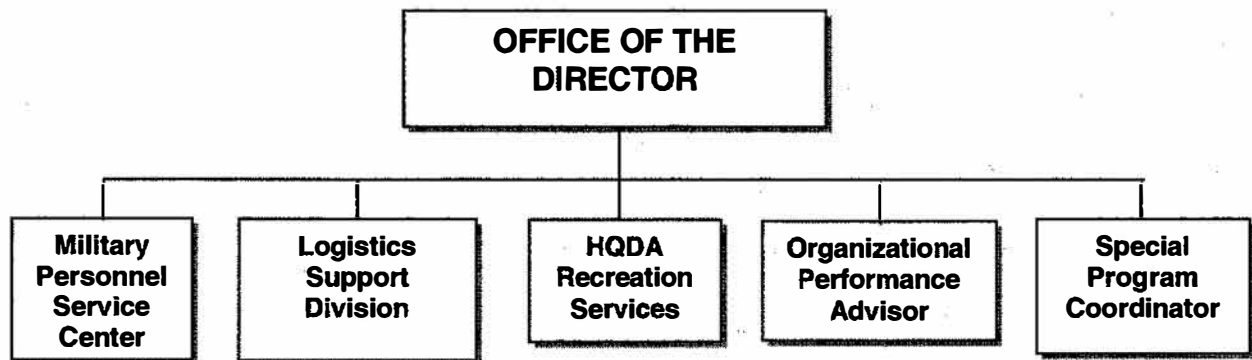
EQUAL EMPLOYMENT OPPORTUNITY OFFICE



The Equal Employment Opportunity (EEO) Directorate is responsible for:

- o **Combating discrimination and ensuring an Affirmative employment policy within the HQDA/MACOM, Hoffman Center, Field Operating Agencies, and DoD Joint Activities within the National Capital Region**
- o **Administering the HQDA/MACOM discrimination complaint process within the legal regulatory and procedural framework of current Federal laws, Equal Employment Opportunity Commission and Department of the Army Regulations, guidance, policies and Directives. Process Department of the Army-wide conflict of interest complaints**
- o **Implementing the HQDA/MACOM Affirmative Employment Program with specific and realistic short and long range goals, establishing priorities and target dates for achieving definite and measurable progress, and monitoring workforce statistics for disparate impact against minorities and women**
- o **Maintaining EEO program visibility via participation in special emphasis program observances, to include planning, organizing, reviewing, and evaluating the environment and actions which impact the special emphasis programs**
- o **Providing comprehensive training to ensure that supervisors/managers and employees are aware of their role and responsibilities on employment matters and disputes, EEO complaint resolutions, and sexual harassment**

HQDA SUPPORT SERVICES ACTIVITY



The HQDA Support Services Activity is responsible for programs encompassing military personnel management, HQDA property management, HQDA Recreation Services, National Capital Region Special Programs, HQDA Total Quality and Organizational Improvement Programs, and Department of the Army Welfare Fund.

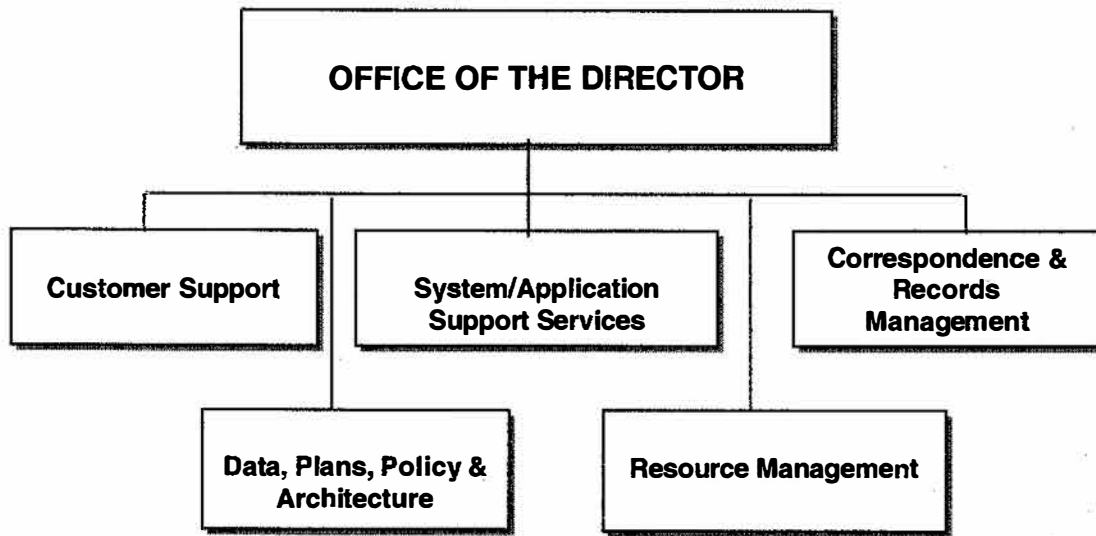
- o **Military Personnel Service Center**

- oo **Coordinates with Secretariat and Army Staff agencies establishing duty appointments for special boards, Line of Duty and Court Martial panel appointments; develops the agency's annual training plan, and manages internal network systems**
- oo **Processes applications for Career Programs, Service School applications, relief from active duty (REFRAD), retirements, unqualified resignations, other separation actions, award recommendations for Army Staff Identification Badges**
- oo **Monitors critical positions and personnel shortages, processes officer and enlisted personnel requisitions and processes requests for stabilization**
- oo **Processes assignments instructions, verifies individual eligibility to comply, initiates transfer actions, prepares intra-division/installation or internal HQDA agency reassignments, processes applications for concurrent travel and assists in clearances, passports and visas, processes applications for deferment from assignment and reassignment due to extreme family problems, processes volunteer applications for overseas assignment, TDY requests, and monitors fund cites issued under MSTA**

- oo Maintains records for active component and Army Guard and Reserve, prepares selection board documents, verify services dates, conducts birth month audits, prepares retirement/separation/and PCS orders, notifies agencies of required evaluation reports, processes completed OER/NCOER and coordinates with appropriate agency, processes promotion board/zone messages and results, and maintains recommended list for promotion of enlisted personnel and enlisted promotion report
- oo Processes SIDPERS transactions, updates unit manning and monthly strength management report, processes individual mobilization augmentee program, maintains mobilization TDAs, processes pay actions, issues leave control numbers and monitors unit commander's monthly finance report
- o Logistics Support Division
 - oo Manages the Property Accountability Programs for HQDA MACOM
 - oo Maintains the property book for selected OSA and OAA activities
 - oo Acquires supplies, office equipment, and special purchase items for selected OSA and OAA activities
 - oo Coordinates the fabrication of special displays, ceremonial items, insignia and memento items for the SA and AA
 - oo Maintains issue point for Organizational Clothing and Individual Equipment for HQDA travelers requirements
 - oo Maintains positional flags and distinctive stationery for senior HQDA officials
 - oo Represents HQDA MACOM on logistics matters
- o HQDA Recreation Services
 - oo Plans, directs and administers morale, welfare and recreation programs which include various sports, special travel programs, entertainment, adult education classes, and discount ticket sales programs
 - oo Executes the operational functions of the Department of the Army Welfare Fund (DAWF)

- oo Operates recreation service offices in the Pentagon, AMC, Skyline, Hoffman, and Nassif Buildings
- o **Organizational Performance Advisor**
 - oo Provides leadership and management advice on organizational performance and effectiveness. Functional expertise in Army Performance Improvement Criteria (APIC), Total Army Quality AR 5-1, and Army Management AR 22-100
 - oo Provides oversight for internal HQDA activity support of on-going improved business practices and initiatives, performance measures, and results
 - oo Serves as internal consultant to leaders and managers on a variety of improvement approaches and interventions, providing evaluations and facilitation for specific organizational needs
 - oo Resource for assessment tools, surveys, and methodologies to improve organizational performance to include strategic planning, customer and environmental surveys, data management techniques, and facilitation
- o **Special Program Coordinator**
 - oo Coordinates with DOD on establishing Army's National Capital Region Combined Federal Campaign goals and loaned executives, administers CFC campaign for HQDA, and MACOMs in the NCR
 - oo Coordinates DA involvement in Public Service Recognition activities with DOD, MACOMs and National Executive Roundtable. Facilitates DA exhibits and equipment on the National Mall and Pentagon activities
 - oo Directs Army Emergency Relief (AER) campaign in the NCR, establishing goals and reporting accomplishments directly to HQDA
 - oo Administers HQDA U.S. Savings Bonds and Blood Donor campaigns in the NCR

INFORMATION MANAGEMENT SUPPORT CENTER (IMCEN)

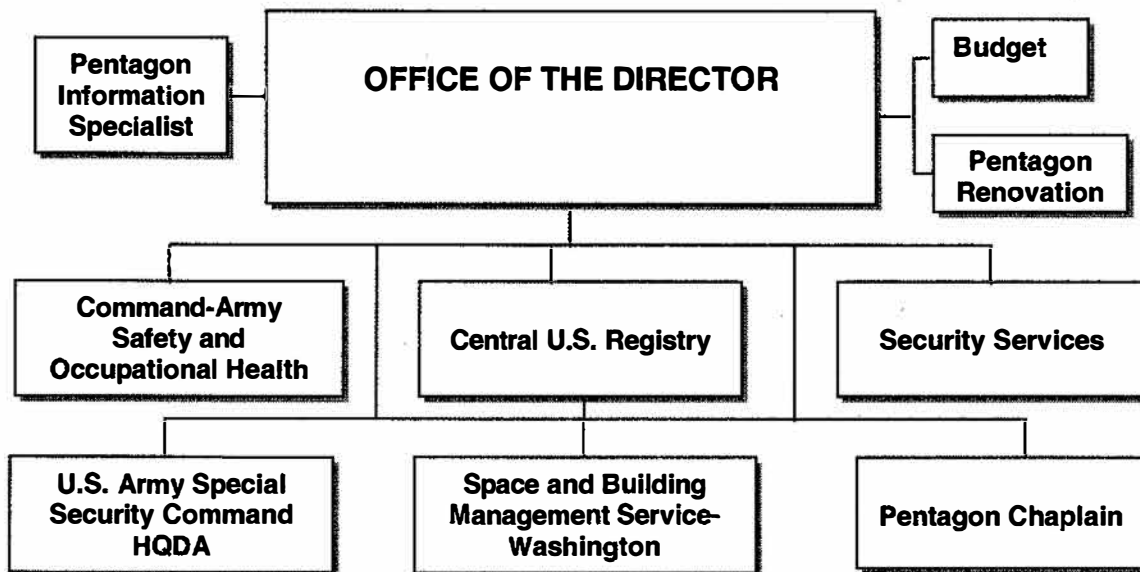


Information Management Support Center is responsible for:

- o HQDA Information Technology (IT) management processes**
 - oo HQDA strategic planning, architecture, and requirements**
 - oo Life cycle management**
 - oo Information planning**
 - oo Data management**
 - oo IT customer support**
 - oo IT process maintenance, integration, support and waste, fraud and abuse prevention**
- o Providing IT system/application support and services**
 - oo Application development and support**
 - oo Systems support**
 - oo Coordination of information technology training**
 - oo Visual information support for OSA**
 - oo Emerging technology assessment and integration**
 - oo HQDA office automation Year 2000 support program**
- o Providing system development and customer support services**
 - oo System and application infrastructure support**
 - oo Information system technical support services**
 - oo Local Area Network design and management**

- oo Workstation integration and support
- oo Accreditation documentation support and review
- oo ADP security
- oo World Wide Web support
- oo Multimedia support for OSA
- o Developing, prioritizing and overseeing HQDA, IT, and MACOM automation/information management plans, programs, budgets, resources, decision systems, and contract efforts
 - oo ADP financial management
 - oo Budget formulation and execution
 - oo Acquisition and contract management
 - oo Funds control – certification and redistribution
 - oo HQIM internal manpower, personnel, and training
 - oo ADP property integration and support
 - oo HQDA printing and publications
 - oo Reprographics support
 - oo Local telecommunications
- o Records and Mail Management for the HQDA MACOM
 - oo Operate the records management and official mail programs which supports the Army Secretariat and the CSA, including other HQDA elements, subordinate activities and several large Joint/DoD activities for which DA is the Executive Agent. In the area of Mail Management, also supports the JCS.
 - oo Provide formal training for official mail and records management
 - oo Control, process and track correspondence for the SA and CSA
 - oo Provide copier support for SA and CSA
- o Director, IMCEN also serves as the HQDA DOIM

INSTALLATION SERVICES



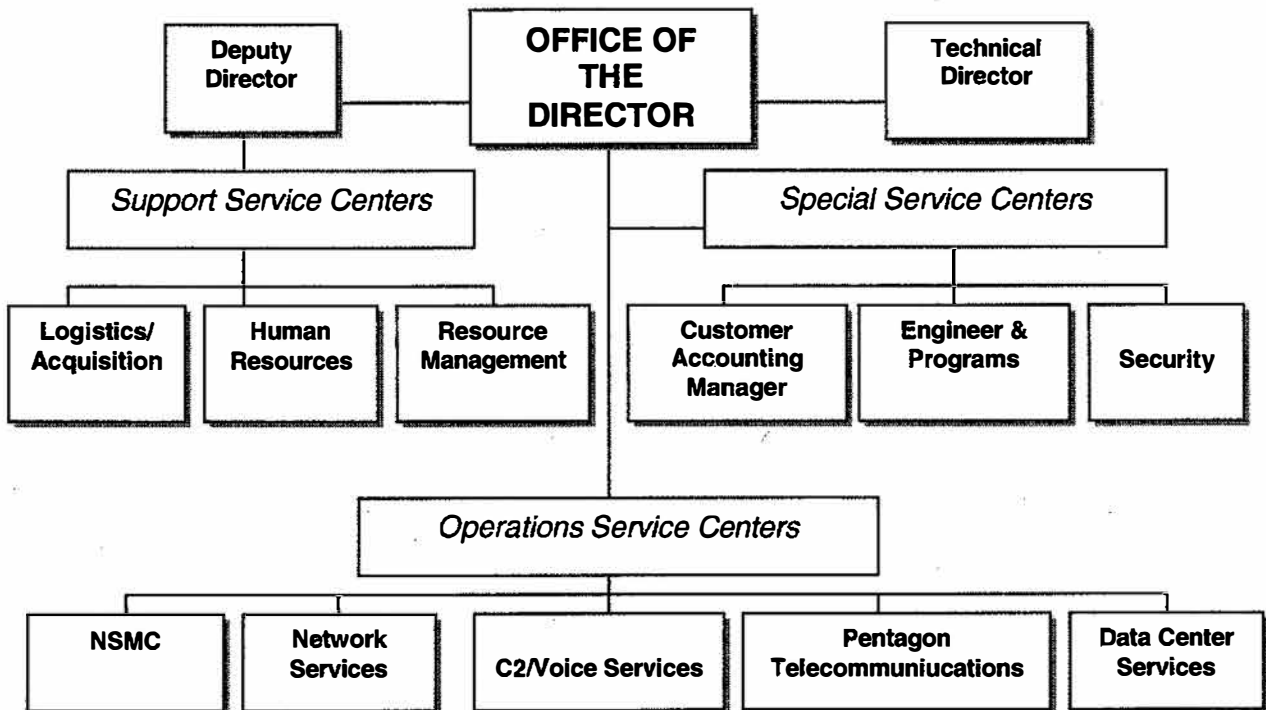
Installation Services Directorate is responsible for the following elements and functions:

- o **Command-Army Safety and Occupational Health**
 - oo Developing HQDA Command safety and occupational health policies
 - oo Managing a safety oversight and assistance program for assigned installations/elements
 - oo Administering an accident reporting system and provides an annual MACOM analysis
 - oo Coordinating a Command Civilian Resource Conservation Program for HQDA MACOM
 - oo Providing technical advice and guidance on a wide variety of safety and occupational health matters
 - oo Managing and administering a comprehensive installation safety and occupational health program for HQDA agencies and selected joint and DoD activities in the National Capital Region and Field Operating Agencies within HQDA
- o **Central U.S. Registry**
 - oo Establishing and directing the National network of subregistries for distributing and safeguarding NATO information
 - oo Serving as the NATO registry for HQ, Department of the Army

- oo Maintaining the Depository for NATO document references, and provides document search services for DoD, Federal Agencies and their contractors
- oo Overseeing, trains and inspects U.S. subregistries worldwide as well as HQDA control points within the National Capital Region
- oo Assisting the DTUSD (Policy) for Policy Support in development and implementation of U.S. procedures pursuant to NATO security policy
- o Security Services
 - oo Administering the Information Security, Personnel Security, Physical Security, ADP Security, and Security Inspections Programs for HQDA MACOM; providing advice to management as necessary
 - oo Processing requests for personnel security investigations and clearances, analyzing results of investigations, and coordinating security requirements
 - oo Coordinating logistical and security support for ceremonies/special events
 - oo Managing the parking space allocated for OSA and Joint activities assigned to the Pentagon
 - oo Providing security training and briefings for special access programs; manages the SIOP-ESI and SCI billets for HQDA; coordinates briefings and visit requests for SCI with the Special Security Officer
 - oo Managing the HQDA Key and Lock Program; maintaining lock shop database and OSD master key system; analyzing and evaluating all locking devices, electronic and mechanical cipher locks and security container for use within HQDA; responsible for congressional mandated lock retrofit program for security containers
 - oo Serving as primary point of contact and approval authority for acquisition, installation and operation of alarm equipment for all HQDA occupied space
- o U.S. Army Special Security Command
 - oo Monitors execution of Sensitive Compartmented Information (SCI) policy/programs for HQDA; maintains document control and accountability
 - oo Approves SCI billets for military and Army civilian personnel; manages SCI billets for Program Executive Officers
 - oo Coordinates SCI access for individual mobilization augmentees
 - oo Investigates and reports SCI security violations
 - oo Provides privacy communications support to General Officers/SES

- o **Space and Building Management Service-Washington**
 - oo **Assessing facility requirements of HQDA agencies, major field commands and other Army activities in the National Capital Region**
 - oo **Developing long-range plans for acquisition, management and administration of DA-occupied government-owned and leased space within the National Capital Region**
 - oo **Managing over 6.1 million square feet of administrative floor space occupied by over 40,000 people**
 - oo **Administering a centralized building management program for alterations, repairs and renovations**
 - oo **Centrally funding National Capital Region lease costs**
 - oo **Centrally funding OA22 reimbursable facilities related costs**
- o **Pentagon Chaplain**
 - oo **Provides chaplain support to Pentagon military and civilian employees providing religious activities for all faiths**
 - oo **Conducts pastoral counseling and leads groups in the areas of personal growth, marriage and family issues, and crisis counseling for emotional stress**
 - oo **Provides personal worship services, memorial services and Bible studies, as needed**
 - oo **Manages the Ecumenical Pentagon Pulpit Program providing guest speakers for significant holidays or events (i.e., Thanksgiving Week, Christmas season, Annual Pentagon Prayer Breakfast, Good Friday, and Memorial Day)**
- o **Pentagon Information Specialist**
 - oo **Provides source of historical information for the Pentagon**
 - oo **Operates a tour program for VIPs that compliments the OSD building tour program**

NETWORK INFRASTRUCTURE SERVICES AGENCY – PENTAGON (NISA)

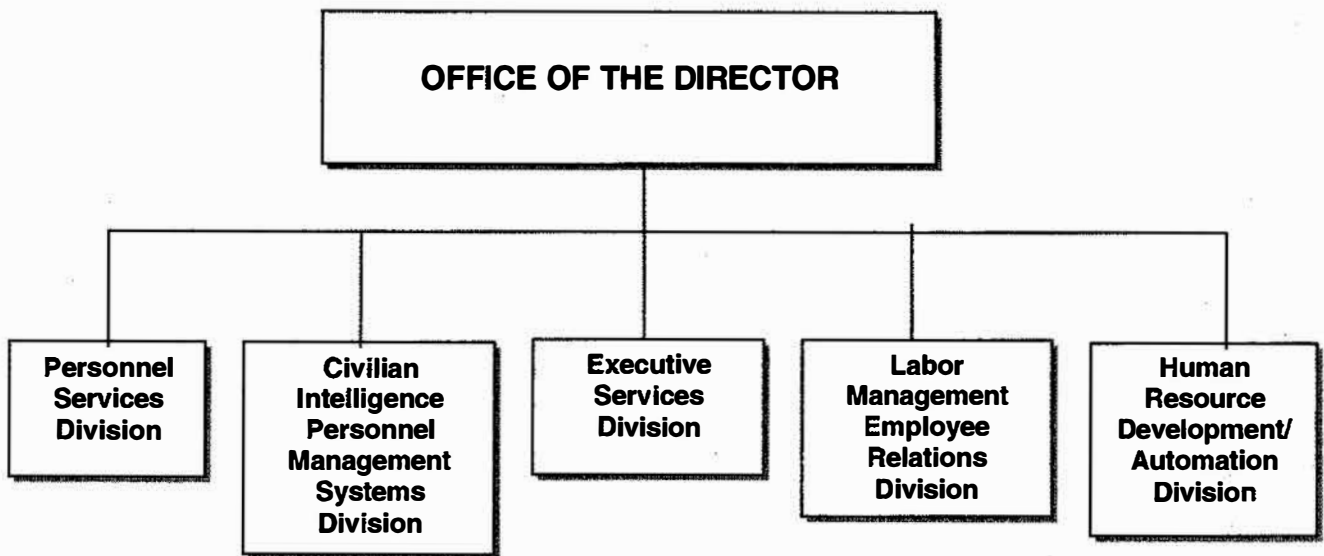


The Network Infrastructure Services Agency - Pentagon (NISA) is a professional, customer-focused team dedicated to providing and sustaining IT products and services to enhance the mission success of the Pentagon community

- o **Network Backbone, Network Systems Management, Voice Switching, and Technical Control to the Pentagon Reservation**
- o **Network Security, Network Certification and Accreditation, Virus Prevention and Eradication, and Communications Security to the Pentagon Reservation**
- o **Electronic Messaging (E-mail), Directory Services, and Defense Messaging Services (DMS)**
- o **Data Center Services for Mainframe and Large Server Operations**
- o **Communications Support for command and control systems, admin voice systems and DA Fly-away support services**

- o **Cable Television installation and maintenance**
- o **Strategic Planning, and Architecture for Network Infrastructure requirements**

PERSONNEL AND EMPLOYMENT SERVICE - WASHINGTON

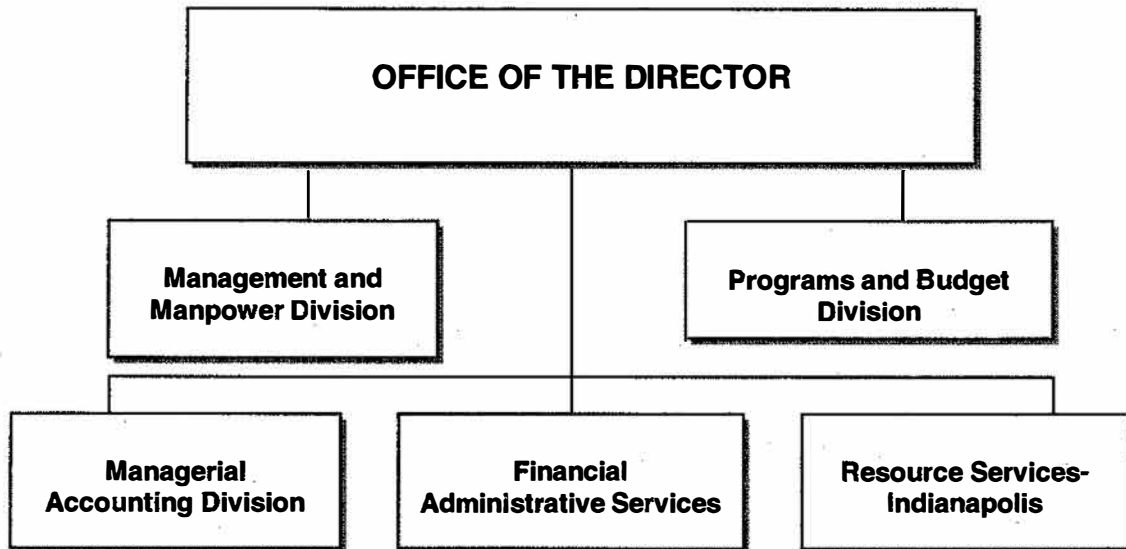


Personnel and Employment Service – Washington is responsible for the following functions of the Pentagon Civilian Personnel Advisory Center:

- o **Providing advice and guidance on staffing, position management, training, employee benefits, and classification issues and pay and wage administration for HQDA and Joint and DoD activities in the National Capital Region**
- o **Managing a labor-management and employee relations program for HQDA and Joint and DoD activities in the National Capital Region**
- o **Managing human resource services and support activities including such programs as life and health insurance, retirement, and employee compensation**
- o **Providing a full range of personnel office services for the following positions: political positions (Presidential appointments, non-career SES and Schedule C); Senior Executive Service (SES); Senior Intelligence Executive Service (SIES); Senior Intelligence Positions (SIP); executive level positions with the Board of Contract Appeals (CA); and Scientific and Technical (ST) positions. The only exceptions will be the SES and ST positions located outside the National Capital Region under the U.S. Army Corps of Engineers and U.S. Army Materiel Command and U.S. Army Europe. In addition, consultant and expert positions within the National Capital Region are also included**

- o **Providing advice on training civilians to include: Executive development, technical, professional and clerical training. Special programs and training support services for Army activities in the National Capital Region**
- o **Providing advice and guidance on all civilian personnel issues to selected CIPMS groups located around the world**
- o **Coordinating the operations of the DoD Program for Stability of Civilian Employment at all Army activities located within the Office of Personnel Management Mid-Atlantic Region**

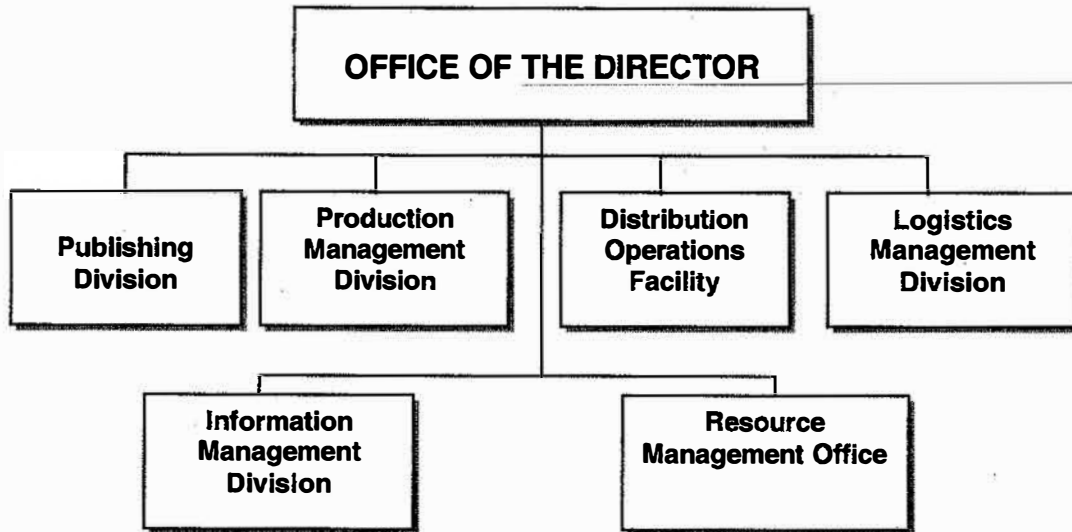
RESOURCE SERVICES-WASHINGTON



Resource Services-Washington is responsible for:

- o **Formulating, administering and evaluating plans and policies for manpower, management, financial and related resource programs for HQDA, its designated Staff Support and Field Operating Agencies and selected Joint and DoD activities and Army-wide programs**
- o **Managing, analyzing, coordinating and justifying resources during all cycles of the Planning, Programming and Budget Execution System**
- o **Preparing the MACOM planning, programming, budgeting and allocating documents for HQDA manpower and funds (appropriated funds, nonappropriated funds and Army Working Capital Funds) as well as installation managerial accounting services and civilian payroll support functions**
- o **Administering OSA programs such as the Management Control, Army Suggestions and the OSA Welfare Fund**

U.S. ARMY PUBLISHING AGENCY

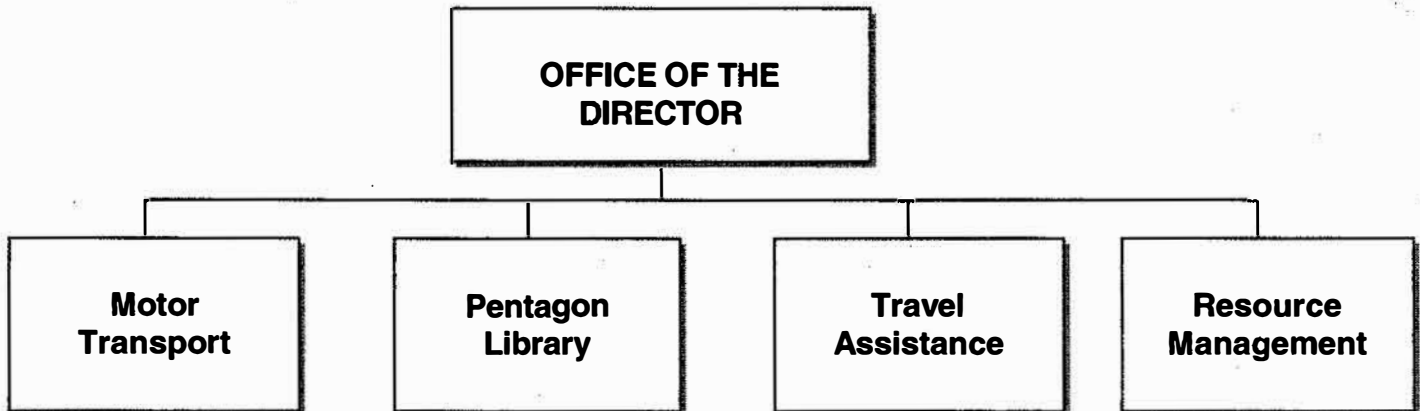


U. S. Army Publishing Agency is responsible for:

- o **Providing operational oversight for the Army-wide Publishing Program**
- o **Supporting peacetime and readiness operations worldwide**
- o **Providing publishing services to HQDA and MACOM proponents in the preparation, production, and fielding of Army administrative, technical, equipment, doctrinal, and training publications and materials**
- o **Ensuring standardization, readability, and authentication of all published media**
- o **Modernizing Army literature, doctrine, technical, equipment and regulatory material (publications and forms) using advanced electronic publishing technology (e.g., electronic libraries, CD-ROM, WEB pages, etc)**
- o **Managing Army-wide literature acquisition of departmental publications and forms through Defense Automated Printing Service and Government Printing Office**
- o **Maintaining the departmental index of publications and forms**
- o **Providing worldwide distribution of published media to the Total Army, DoD, and Foreign Military Sales (FMS) customers and the general public via authorized channels using advanced electronic requisitioning systems**

- o **Maintaining a modern warehousing facility using robotically-controlled storage and retrieval systems to provide efficient distribution of physical media products**
- o **Providing the sole official source on the World Wide Web for electronic dissemination of authenticated Army-wide administrative publications and forms**

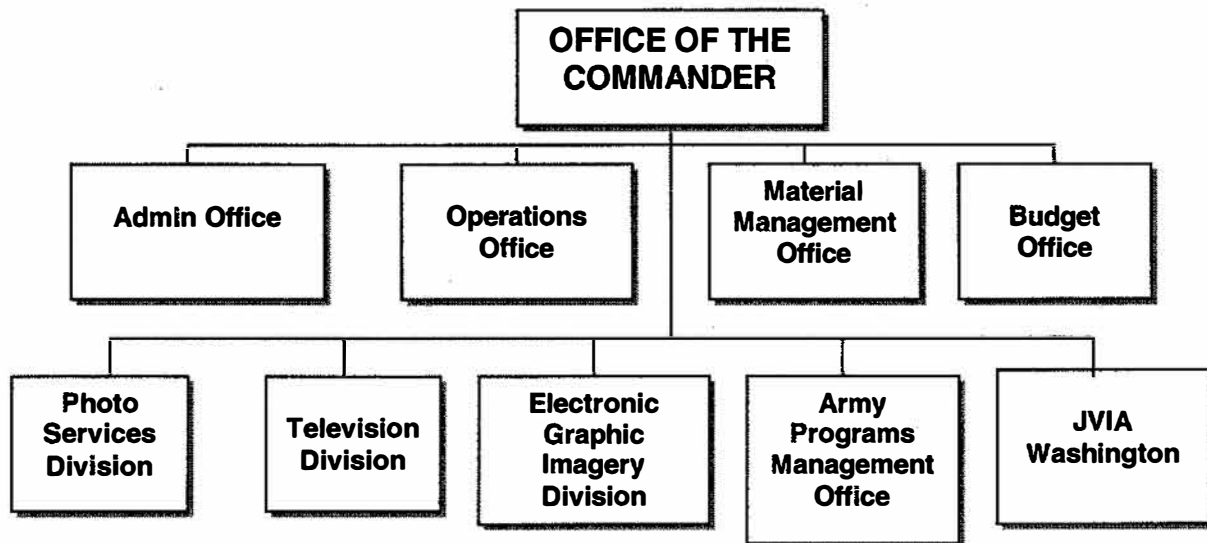
U.S. ARMY SERVICE CENTER FOR THE ARMED FORCES



U.S. Army Service Center for the Armed Forces is responsible for the following:

- o **Provides ground transportation services for personnel and visiting dignitaries within the National Capital Region**
- o **Provides library/information services through the Pentagon Library**
- o **Oversees the commercial travel service office which provides all travel-related services for official travel**
- o **Arranges for Army and Air Force PCS port calls and movement and storage of household goods and baggage**
- o **Processes passports/visas for Army, Navy, and Air Force personnel worldwide**
- o **Operates a nonappropriated fund athletic facility in the Pentagon**
- o **Provides assistance to the Armed Forces Hostess Association volunteer organization**

U.S. ARMY VISUAL INFORMATION CENTER



The United States Army Visual Information Center is the Service's oldest and largest unit of its kind, providing the following Army and Joint Visual Information Services:

- o **Common-support photo, television, audiovisual equipment loan, graphics, and media library services in the National Capital Region**
- o **Production contracting for Army, Defense, and other Government organizations**
- o **Administration of Army centralized visual information programs**
- o **Selection and accessioning of official record still and motion media material submitted by all Army activities for preservation by the National Archives**

SECTION IV

HISTORICAL DATA

HISTORY OF THE FUNCTIONS OF THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY

Ask any serious student of twentieth-century American history the names of the men who ran the War Department during the two world wars, and the response will be immediate: Newton D. Baker and Henry L. Stimson. But how many historians--even military specialists--know who managed the enormous administrative load with which these tremendously busy wartime Secretaries had to deal? How many, for that matter, can identify even the position title of the person responsible for ensuring that the Secretary's office did not bog down helplessly in administrative detail? The answer to these questions--"very, very few"--is indicative of a general neglect of federal administrative history. But the answer also reflects a tradition of unobtrusive, dedicated service on the part of those who held the office which is known today as the Administrative Assistant to the Secretary of the Army.

The Continental Congress, in providing on January 1782 for the administration of the War Department under the Articles of Confederation, authorized the Secretary of War to appoint an assistant, a secretary, and two clerks. This authorization was designed to meet Secretary of War Benjamin Lincoln's request for an Assistant Secretary, a secretary to serve as Chief Clerk, and two other clerks. The empowering resolution mandated that when the Secretary of War was absent, his assistant was to transact all department business "as shall be assigned to him by the said Secretary." In effect, the assistant was an Assistant Secretary of War, and the secretary to the Secretary of War held a position approximately equivalent to that of a chief clerk.¹

A modest title as used today, "clerk" historically carried a weightier connotation. Rooted in Latin, the work in Old English referred to a cleric. Since the clergy in the Middle Ages were among the very few who could read and write, they were virtually the sole practitioners of scholarship. "Clerk" thus became almost synonymous with "scholar," particularly in the sense of someone who by virtue of his learning was able to conduct written interchanges and keep accounts. By the days of the early American republic, centuries later, the position of supervisory, or chief, clerk still bore considerable responsibility for the management of daily administrative affairs.²

When on 7 August 1789 the First Congress established the Department of War under the Constitution, the legislators provided specifically for only two positions within the department. The principal

officer," the "Secretary for the Department of War," would appoint an "inferior officer... to be employed... as he shall deem proper."

This second officer would "be called the Chief Clerk in the Department of War." The legislation stipulated that whenever the Secretary "shall be removed from office by the President of the United States, or in any other cases of vacancy," the Chief Clerk would "have the charge and custody of all records, books and papers, appertaining to the said Department."³

Quickly, the volume of records, books, and papers grew as the small War Department staff tackled the various duties that Congress placed on the Secretary of War. To meet challenges of Indian uprisings and a tax revolt, the Secretary had to superintend the raising, equipping, and maintaining of an effective fighting force. In addition to other responsibilities in Indian affairs, he was involved in matters of supply, personnel, pay, recruiting, and intelligence. He had to deal with a heavy load of patronage requests from former officers who wanted jobs in the administration of President George Washington. Since the U.S. Navy until 1798 was too tiny to warrant a separate department, the Secretary of War also shouldered the administration of the sister service. It was the Chief Clerk's job to keep in order all the papers and details that these myriad functions generated. A busy cabinet officer in this period relied heavily on his chief clerk to bring to bear administrative skills that were not in large supply in the mostly agrarian society of the late eighteenth century.⁴

If the Secretary of War was away from Washington, he could continue to direct affairs through correspondence with his Chief Clerk. For example, on at least two occasions, from August to October 1809 and from August to September 1810, Secretary William Eustis found it necessary to be out of the city for an extended period. During these times, the Chief Clerk, John Smith, mailed important incoming letters to Eustis, who directed Smith to write replies and take various other substantive actions.⁵

When a cabinet officer's position fell vacant, the President normally appointed another cabinet member to act in the departed man's place as an additional duty. A change in that procedure came in 1809, when for the first time the War Department's administrative officer became Acting Secretary of War. On 17 February of that year, President Thomas Jefferson appointed Chief Clerk Smith to succeed, ad interim, departing Secretary Henry Dearborn until the advent of the Madison Administration and the new Secretary, Eustis, the next month. Seven years later, President James Madison designated Chief Clerk George Graham as Acting Secretary when William H. Crawford moved from the Secretary of

War's portfolio to that of Secretary of State. Graham served in the temporary position from October 1816 to October 1817, while President James Monroe conducted the search for a new Secretary that culminated with the appointment of John C. Calhoun. Upon the resignation of Secretary of War John H. Eaton in the first administration of Andrew Jackson, the President on 20 June 1831 named Chief Clerk Philip G. Randolph as Secretary ad interim. Randolph held the position for a month, during which time a permanent successor as Chief Clerk took office. On 12 September 1841, after the resignation of Secretary of War John Bell, President John Tyler appointed Chief Clerk Albert M. Lea an Acting Secretary. Lea headed the department until John C. Spencer received the permanent assignment on 12 October 1841. For one day, 23-24 July 1850, during the administration of President Millard Fillmore, Chief Clerk Samuel J. Anderson served as Acting Secretary between the secretaryship of George W. Crawford and the ad interim tenure of Major General Winfield Scott. Anderson was the last Chief Clerk to hold the higher position.⁶

That several presidents entrusted an acting cabinet post to the Department's Chief Clerk suggests the importance of the latter officer. Certainly former Secretary of War John Armstrong's rather dyspeptic description of the position as that of "a mere quill driver" was not only ungenerous but also inaccurate. Armstrong, in fact, offered this appraisal to a man whose future service as Chief Clerk would strongly contradict such a negative assessment. Christopher Vandeventer, having consulted Armstrong about the Chief Clerk's position, nevertheless accepted Secretary Calhoun's proffer of it in December 1817. Vandeventer went on to become, in the judgment of the most thorough student of Calhoun's secretaryship, "one of the Secretary's closest confidants and also ... one of his military advisors."⁷

By Calhoun's time, the volume of business in the Secretary's office was sufficient for the employment of about twenty clerks, all of them under Vandeventer's immediate direction. Most of these men (the government customarily did not employ women as office workers until later in the nineteenth century) worked on subject matter in which they had developed expertise through experience. The senior clerks, particularly, became versed in specialized laws, regulations, and precedents related to War Department affairs. Daily office routine involved correspondence, record keeping, and handling accounts and claims of former soldiers.⁸

The gradual, modest enlargement of the Secretary's staff could not keep pace with all the matters of substantive detail that his responsibilities encompassed. Between 1812 and mid-century, Congress

created various subordinate units within the War Department to relieve the Secretary's office of the burden of specific functions. Congressionally mandated entities included the Adjutant General's Department, the Ordnance Department, the Quartermaster's Department, the Pay Department, and the Engineer Department. The War Department itself established an Office of Indian Affairs in 1824 and, within the Secretary's office, a Commissioner of Pensions in 1833. In 1849, powers theretofore exercised by the Secretary over the commissioners of Indian affairs and pensions passed to the newly created Department of the Interior. These changes reduced the range of responsibilities of the Chief Clerk. The Civil War, which furthered this trend, saw the establishment of the office of the Chief Signal Officer, the Bureau of Military Justice (forerunner of the Judge Advocate General's Department), the office of the Commissary General of Prisoners, the Provost Marshal General's Bureau, and the Bureau of Refugees, Freedmen, and Abandoned Lands. Such functional decentralization allowed the Office of the Secretary to concentrate on matters of broad policy and general administration.⁹

To the Chief Clerk, fell the essential but often unheralded task of general administration. All manners of things came under this rubric. When Congress in 1864 required of cabinet department heads written requisitions for all printing, binding, and procurement of blank books from the Superintendent of Public Documents, it became Chief Clerk John Potts' duty to carry out the requirement. Concern for fire safety the next year dictated that he purchase fenders for War Department fireplaces and leather hose for fire plugs. A decade later, in his capacity as superintendent of the War Department building, Chief Clerk Henry T. Crosby directed that no work order for the building be made without first being countersigned by him. By the authorization of Secretary of War William W. Belknap, Crosby also in 1875 assumed charge of the compilation of the records, both Union and Confederate, of the War of the Rebellion.¹⁰

Belknap's tenure demonstrates how the Secretary could use the Chief Clerk as a medium to exert his authority over subordinates throughout the department. In November 1870, Belknap directed that as of the end of that year all officers under his immediate direction were to cease keeping record books and were to turn over all such books to Chief Clerk Potts. Crosby, who succeeded Potts in July 1872, was responsible for dunning Department bureau chiefs for overdue reports to Congress. Apparently disturbed by some earlier incident, the Secretary in April 1875 forbade War Department employees from giving out information in regard to payment of settlements due to individuals, except upon the direction of him or Crosby.¹¹

Belknap made clear that in his temporary absence, the Chief Clerk enjoyed much of the power, if not the title, of Acting Secretary of War. In March 1873, Belknap reiterated to the bureau chiefs an order that they send to Crosby all papers for the Secretary's action; he specified that this directive applied when he was temporarily absent. That July he directed that since all papers submitted to his office went through Crosby or, in that official's absence, the Acting Chief Clerk, orders given by Crosby or his substitute would be considered official. Within a year, Congress gave this directive the sanction of law. An act of 4 March 1874 provided that "when, from illness or other cause, the Secretary of War is temporarily absent from the War Department, he may authorize the Chief Clerk of the Department to sign requisitions upon the Treasury Department, and other papers requiring the signature of said Secretary; the same, when signed by the Chief Clerk during such temporary absence, to be of the same force and effect as if signed by the Secretary of War himself." Crosby had the authority to designate one of his subordinates as Acting Chief Clerk and to empower him to issue orders in the Secretary's name."¹²

Subsequent Secretaries demonstrated in various ways their reliance on the Chief Clerk. George W. McCrary, Secretary under President Rutherford B. Hayes, reserved one hour each day for business with Crosby (whose service of nearly ten years spanned six secretaries). When Secretary Redfield Proctor assumed office in 1889, he relocated the office of Chief Clerk John Tweedale next to his own. Proctor's biographer notes that "unlike the Secretary, the Chief Clerk did not change with the political administrations and hence represented continuity with the past and a valuable source of knowledge about the nuts and bolts of Departmental matter." Over almost seventeen years, Tweedale served seven Secretaries of War.¹³

Until near the end of the nineteenth century, the Chief Clerk carried out all his duties as a political appointee who served at the pleasure of the Secretary of War. Of the twenty-three Chief Clerks up to November 1861, only John Staff, Jr. (1790-97), John Smith (1805-11), Daniel Parker (1812-14, 1841-46), Christopher Vandeventer (1817-27), and Archibald Campbell (1846-49, 1853-57) had tenures of more than four years. Beginning with John Potts, during the Civil War, there were only three Chief Clerks over the next thirty-seven years even though the position did not come under the competitive Civil Service until May 1896. The longevity of Potts (1861-72), Crosby (1872-82), and Tweedale (1882-99) in the position demonstrated how important to the Secretary the Chief Clerk's experience and expertise had become.¹⁴

What was true of the Secretaries also seems to have been true of the Assistant Secretaries. Three Assistant Secretary positions had been

established in 1861-62 to cope with the administrative avalanche of the Civil War. A return to normality brought the abolition of these Assistant Secretaryships in 1866, but by 1890 the volume of War Department business had increased enough to warrant the reestablishment of one Assistant Secretary position. This official was to "perform such duties ... as shall be prescribed by the Secretary or may be required by law." Chief Clerk John C. Scofield, who began his duties in March 1899, so gained the confidence of Assistant Secretary George D. Meiklejohn that by November of that year Scofield was opening and making the initial reply to confidential and personal correspondence addressed to Meiklejohn.¹⁵

In Scofield's official papers there appears a description of the duties of the Chief Clerk. Undated but written (apparently by Scofield) about 1899, this document includes a statement of the Secretary's authority, as provided in the act of 1874, to have the Chief Clerk sign official documents in his absence. The paper also declares that:

the Chief Clerk has charge of all the clerks and other employees in the Office of the Secretary of War[.] Is the custodian of and is responsible for the safekeeping of all the books, papers and property in the Department. He receives all communications from the several bureaus of the War Department addressed to the Secretary of War and distributes the official mail, and is the medium of communication between the Secretary of War and the officers of the Department and all other persons.

Being the "medium of communication" gave Scofield influence. It is apparent from his correspondence, for example, that he was able to aid officers in obtaining assignments that they desired.¹⁶

Within the Office of the Secretary of War, the Chief Clerk's responsibility for "all the clerks and other employees" was one that he always had held. His charge in this area ran the gamut from assignment, regulation, pay, and promotion to grievances, transfer, and dismissal. An act of 29 August 1890 authorized and directed him to administer oaths of office to employees upon their appointment or promotion. With the Civil Service Act of 1883 came new personnel procedures that increased considerably the Chief Clerk's workload. Relief came on 22 November 1898, when Assistant Secretary of War Meiklejohn established under his own aegis the Appointment Division. Headed by the Appointment Clerk under the Chief Clerk's supervision, the new entity was to take care of all matters that affected the Department's civilian personnel. Activities of the Appointment Division included handling all relevant official mail; receiving all position applications, both written and oral; keeping eligibility registers for the employment of the Department's non-civil

service laborforce; preparing necessary papers pertaining to employment actions; keeping records of employees' official status and personal history; preparing actions on all cases of leave of absence in the Secretary's office and those in the bureaus requiring the Secretary's action; corresponding with the Civil Service Commission, including reporting changes in employees' status; preparing quarterly reports of changes in the roster of departmental employees for the information of the auditor of the War Department; preparing payrolls for the Office of the Secretary; preparing annual estimates of appropriations for the office's employees; and compiling the War Department Register and that part of the Official Register of the United States covering the War Department.¹⁷

Similarly, by the 1880's the Chief Clerk oversaw the work of a Disbursing Division, which a disbursing clerk supervised. From the early part of the nineteenth century, the disbursing agent or clerk had issued pay to civilian employees. He was also responsible for making payments from the various appropriations intended for the maintenance of the civil establishment of the War Department, the Disbursing Division's sole function after the Appointment Division took over payrolls. In the late nineteenth century, items that these annual appropriations covered included office supplies, building rents, furniture, repairs, travel expenses of Quartermaster agents, compilation and publication of The Official Records of the War of the Rebellion, purchase and engraving of Medals of Honor, marking of graves of Union and Confederate soldiers, and maintenance of national military battlefield parks.¹⁸

In May 1900, Secretary of War Elihu Root issued orders listing the "classes of business" for which the Secretary, the Assistant Secretary, and the Chief Clerk were individually responsible. Besides the supervision of personnel, disbursement, and mail, the Chief Clerk had charge of a variety of other matters "under the immediate direction of the Secretary and the Assistant Secretary of War." Army and War Department job printing and advertising, and War Department printing and binding, fell in his bailiwick. He was responsible for requisitions for, and routine business pertaining to, militia supplies and supplies for War Department offices. He supervised the answering of routine calls for information from Department records, and saw to the publication of decisions and precedents. Supervision of "inventory and inspection" reports was part of his domain. In regard to the Office of the Secretary's duties in the administration of customs and other civil affairs in Puerto Rico, Cuba, and the Philippine Islands, the Chief Clerk was responsible for routine matters of auditing and accounting, for printing and binding, and for calls for publications and correspondence on ordinary and routine matters. Finally, he handled

"all other matters of a purely routine character not involving questions of policy nor establishing precedents, and not requiring the personal action of the Secretary of War or the Assistant Secretary of War under the foregoing assignments." ¹⁹

Secretary Root, in January 1902, designated the Chief Clerk as "the head of the office of the Secretary of War." in that capacity he was "charged with the administrative action required by law to be taken in connection with the settlement of disbursing officers' accounts that do not relate to the different staff corps of the Army." ²⁰

During the new century's first decade and beyond, Chief Clerk Scofield devoted a good deal of time to the supervision of U. S. Government exhibits, a duty that apparently came under the heading of "other matters of a purely routine character." He served as the War Department's representative on the U. S. Government Board of the Louisiana Purchase Exposition, held in St. Louis from May to December 1904 to commemorate the centennial of the purchase of the Louisiana Territory from France. Scofield was deeply involved in the expenditures for, and staffing and preparation of, War Department exhibits for the exposition. From design and construction through shipment and installation, the Chief Clerk monitored closely the exhibits' progress. Almost on the heels of the Louisiana Purchase Exposition came the Lewis and Clark Centennial Exposition in Portland, Oregon, from June to October 1905. Again, Scofield was the War Department's representative on the government's exposition board. From October 1906 to December 1908 he worked with the Isthmian Canal Commission on the clearing of land for the Commission's exhibit in Panama. He represented the War Department on the U. S. Government Board for the Jamestown Tercentennial Exposition, held from April to November 1907, and had charge of the Puerto Rican section of the government's exhibit. For the Alaska-Yukon-Pacific Exposition in Seattle, June to October 1909, he was the War Department's representative. Scofield was in charge of the entire U. S. Government exhibit at the Insular Fair held in San Juan, Puerto Rico, during December 1911. ²¹

More or less continuously immersed in exhibit activities, Scofield nonetheless found time in 1906 and 1907 to serve as a member of a subcommittee of the Keep Commission. Appointed by President Theodore Roosevelt in June 1905, this five-member panel of subcabinet officials (none of them from the War Department) was charged with recommending administrative improvements in the federal government. Scofield's subgroup dealt with personnel issues,

including salaries, promotions, reductions, dismissals, hours of labor, and sick and personal leave. Previously, Congress had taken the initiative in seeking changes in governmental administration. But the legislature's aim had been primarily to achieve economies in individual agencies. The Keep Commission was the first indication that the executive would assume the lead in administrative improvement, and that reformers would take a broader view of administration beyond the particular practices of individual agencies. Although the commission moved only tentatively toward this wider scope, it "marks the cusp," in one commentator's evaluation, "between traditional, congressional approaches to administrative reform and modern, presidential approaches."²²

This period also saw the first alteration of the Chief Clerk's title--a sign of the evolution of the term "clerk" toward its narrower modern meaning. An act of 22 May 1908 designated the War Department's second oldest civilian position as that of "assistant and chief clerk." The term "assistant," in contemporary parlance, more accurately reflected the considerable responsibilities that the position entailed.²³ In May 1913, Secretary of War Lindley M. Garrison in the newly installed administration of President Woodrow Wilson issued orders that withdrew some of the Assistant and Chief Clerk's duties and added others. Gone were the responsibilities of 1900 relating to militia supply and insular affairs. Additional duties under the new mandate included supervision of the War Department telephone and telegraph service and authentication of bureau chiefs' signatures (formerly a function of the Assistant Secretary). Whereas Secretary Root's charge had specified that the Chief Clerk's direct responsibilities for personnel and civil service matters pertained only to "clerical personnel of the Office of the Secretary of War," Garrison's orders added supervision of "appointments, promotions, and transfers in the civil service and other matters affecting the civil force of the War Department, the Army departments at large, or field service of the War Department." These broader responsibilities previously had been the province of the Assistant Secretary, with the Assistant and Chief Clerk overseeing them under his direction. Now the Assistant and Chief Clerk were responsible directly to the Secretary for their performance.²⁴

Thus had the realm of the Assistant and Chief Clerk been shaped when on 9 March 1916 Newton D. Baker arrived at the War Department to be sworn in as Secretary of War. Ready with typewritten oath forms was one of Scofield's clerks, J. B. Randolph. Ever since his enlistment as a soldier during the Civil War, Randolph had worked at the Department. "No one," a biographer of Baker remarks, "had taken

more steps on the tiled floors in the high corridors of the old State, War, and Navy Building than Mr. Randolph."²⁵ With the aid of the rich institutional memory and administrative experience of Randolph, his colleagues, and their supervisor, John Scofield, Secretary Baker led the Department through the first of the world wars.

After more than thirty years' service as Assistant and Chief Clerk--a tenure unequalled before or since--Scofield was succeeded in January 1931 by John W. Martyn. In announcing the appointment, Secretary of War Patrick J. Hurley described Martyn's position as that of "Administrative Assistant to the Secretary of War." Hurley declared that "in addition to other responsibilities the Administrative Assistant is charged with the duties heretofore assigned to the Assistant and Chief Clerk." The Secretary did not define the "other responsibilities."²⁶

Officially eliminated, the hoary title of Chief Clerk persisted in the Department's Congressional relations. Not until 1942 did the Congressional Directory change the title of Martyn's subordinate from Assistant Chief Clerk to Assistant Administrative Assistant. After billing Martyn under his position's new title for a couple of years, the Directory began listing him as Administrative Assistant and Chief Clerk. Both the Directory and the United States Government Organization Manual continued using this appellation until 1952. A student of the history of the Chief Clerk's office speculates that "the traditional title may have been reassuring to Congressmen, who had been used to dealing with chief clerks in all of the departments as major sources of information about departmental affairs."²⁷

With the beginning of World War II, the volume of business in the Office of the Secretary increased enormously. Directly after taking the oath as Secretary on 9 July 1940, Henry L. Stimson told John Martyn that he did not want to become involved in detail. Having served a previous tour as Secretary of War from 1911 to 1913, and as Secretary of State from 1929 to 1933, Stimson was a seasoned administrator who believed in delegating authority and saving his energies for the larger problems. Martyn, charged with the routing of all official mail within the office, consequently sent as much as possible to the Secretary's assistants.²⁸

As the office's chief executive officer, Martyn supervised several operating elements that performed the functions for which the Administrative Assistant had become responsible over the years. The Coordination and Records Division kept the central files of the Office

of the Secretary and recorded the flow of policy papers in the office. Internal personnel matters of the Secretary's office were the responsibility of the Office of the Personnel Manager. Civilian employees of the War Department in Washington received first aid treatment from the Civilian Medical Division. Major functions of the Administrative Assistant's office were the expenditure of contingent funds and the procurement of general supplies and services for the Department. The Procurement and Accounting Division performed these duties, besides controlling departmental forms and accounting methods and overseeing printing done for the Department by the Government Printing Office, The Adjutant General's Office, and contract printers.

The largest area of responsibility for the Administrative Assistant was the formulation, through the Civilian Personnel Division in the Secretary's office, of overall policies and procedures relating to the Department's civilian employees. As early as October 1939, the Civilian Personnel Division had begun cooperating with the General Staff on mobilization plans for the number and types of civilian employees that the Department would need in wartime. The departmental reorganization of March 1942 shifted many of the division's functions to the three major commands: Army Ground Forces, Services of Supply (later Army Service Forces), and Army Air Forces. But the division retained general policy supervision over the recruiting, training, classification, promotion, transfer, and administration of all civilian employees in Department headquarters and in field establishments and installations. In addition to heading the Civilian Personnel Division, the civilian Director of Personnel and Training served as Chairman of the Secretary of War's Council on Civilian Personnel, representing the War Department on the interdepartmental Council of Personnel Administration, and directed the work of the War Department Civilian Personnel Procedures Committee.²⁹

With the abolition of the Army Service Forces after the war, the Administrative Assistant regained that agency's civilian personnel functions. These functions included preliminary training of civilian employees and labor relations.³⁰

In July 1947 the National Security Act created the National Military Establishment, consisting of the Office of the Secretary of Defense and the Departments of the Army, the Navy, and the Air Force. The Act designated the Department of War as the Department of the Army, changed the Secretary's title accordingly, and left changes in the

titles of other officers in the Department to the determination of the Secretary. Secretary of War Kenneth C. Royall, thus, became the first Secretary of the Army. He chose to retain for Martyn's position the title of Administrative Assistant, so Martyn became the Administrative Assistant to the Secretary of the Army.³¹

A major change in the functions of the Administrative Assistant came a little more than a year after the beginning of the Korean War. In August 1951, Secretary of the Army Frank Pace, Jr., transferred the Civilian Personnel Division from his immediate office to the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs). Apparently this shift was an effort to achieve maximum wartime efficiency by concentrating all manpower policy in a single office. As of 1957, however, Martyn still supervised "centralized aspects of civilian personnel administration for Headquarters," Department of the Army.³²

The Army regulation of 1957 that thus described the Administrative Assistant's personnel function spelled out the rest of his duties. He acted for the Secretary "in an extensive variety of day-to-day matters, when consistent with known attitudes of the Secretary, oral delegations, or precedents of long standing." Specifically, he handled policy matters relating to administrative services by and for Headquarters, Department of the Army; supervised the control of general purpose space in the Washington area; and oversaw operations of the Defense Telephone Service and the Defense Supply Service in Washington. In accordance with policy direction from the Assistant Secretary of the Army (Manpower, Personnel, and Reserve Forces), he administered the Department's civilian personnel security program. As Employment Policy Officer, he was charged with assuring the Department's conformity with federal policy in that area. He also acted for the Secretary on employee grievances that arose within the Department. His traditional supervisory responsibilities for the administration of personnel, correspondence and records, and for general management activities within the Secretary's office remained.³³

A 1961 revision of this regulation sharpened these last responsibilities somewhat by requiring "effective administration, including comprehensive management programs" and "coordination of Secretarial level actions." Also, the revision added a requirement that the Administrative Assistant conduct studies and analyses as directed. In 1963 the responsibility for centralized aspects of civilian personnel administration was changed to "employment coordination for the Washington, D.C. commuting area," and the references to grievances

and the Administrative Assistant's role as Employment Policy Officer were dropped. Two years later, the Administrative Assistant acquired the duty of administering the Department of the Army Committee Management Program. The 1968 revision of the regulation added security as an element of his responsibility for administration of the Secretary's office. In 1972, he became the Department's point of contact for the Federal Executive Boards; he also took on policy responsibility for administration of the Headquarters, Department of the Army Welfare Fund and Recreation Program. Although the 1975 revision did not alter the substance of the Administrative Assistant's duties, it did add the Under Secretary and other principal officials of the Secretary's office as persons to whom he would be responsive and for whom he would act when authorized.³⁴

Additional roles in the 1978 regulation reflected changes in management emphasis, the law, and technology. The Administrative Assistant now acted for the Secretary in providing administrative management services to organizations and activities for which the Secretary was administrative or executive agent, and to agencies and activities assigned to receive such support on the basis of efficiency and economy of operations. He administered for the Office of the Secretary, and for the activities that it supported and serviced, matters concerning the Freedom of Information and Privacy acts. He was charged with providing continuity of operations planning for Headquarters, Department of the Army. His responsibility to provide effective administration of the Secretary's office now included comprehensive resource and general management programs, budgeting, organizational review and coordination, and automatic data processing service support. Further, he provided staff assistance, on a management consultant basis, to key officials on projects involving general management, administration, and management practices, techniques, and methodology; conducted administrative, management, and organizational studies as directed; and provided and monitored management improvement activities, services, and information. (The 1980 regulation deleted the management improvement function.)³⁵

A primary objective of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 was to consolidate functions that are either civilian in nature or key to effective civilian control in the service secretariats. As the result, certain support functions being performed by the Army Staff or the Commanding General, Military District of Washington, were added to the Administrative Assistant's responsibilities. Also the Administrative Assistant became the

authenticator of official Army documents (in lieu of the Adjutant General).

In more than a century, there has been virtually no substantive change in the legislation that authorizes the Administrative Assistant's position. As in 1789, he is appointed by the Secretary; he performs duties that the Secretary considers appropriate; and, when the post of Secretary is vacant, he "has charge and custody of all records, books, and papers of the Department of the Army." As in the Act of 1874, the Secretary may authorize him to sign papers in the Secretary's absence, with the Administrative Assistant's signature having the same effect as the Secretary's.³⁶ Congressional and Executive Branch reviews in connection with the Goldwater-Nichols Department of Defense Reorganization Act of 1986 reconfirmed the Administrative Assistant's essentiality. This legislative continuity suggests the efficacy of the Administrative Assistant's two-hundred plus year old position.

In the 1978 regulation, the Administrative Assistant was described for the first time as a "senior career official." The rendering of the description was tardy. By rank within the civil service, the Administrative Assistant long had been a senior official. That only six persons (excluding one interim appointee) have occupied the position in the twentieth century demonstrates that career civil service has been a hallmark of the men who have held the post. John Martyn left the position in 1960, bringing to a close a tenure of twenty-nine years. Three of his successors, James C. Cook (1961-1965), John G. Connell, Jr. (1965-79), and Milton H. Hamilton (1980-1995) have each served more than the length of a single presidential administration.³⁷

Acting as the Secretary's right hand, the Administrative Assistant and his predecessor, the Chief Clerk have carried on for over two hundred years, often quotidian but, nonetheless, vital business of an important government department. Theirs have been a service quiet, but essential.

NOTES

¹The Continental Congress in 1776 had established a Board of War and Ordnance, succeeded the following year by a new Board of War. On 7 February 1781 Congress created a War Department to be headed by a Secretary at War--a title with origins in the reign of Charles II of England. Harry M. Ward, The Department of War, 1781-1795 (n.p.: University of Pittsburg Press, 1962), 2-1.

²Clerk, "Oxford English Dictionary (Oxford: Clarendon Press, Oxford, 1933), 2:492-93; Leonard D. White, The Federalists: A Study in Administrative History, 1789-1801 (New York: Macmillan, 1948), 309.

³Act of 7 Aug. 1789, 1 Stat. 49.

⁴Ward, Department of War, 13-188; White Federalists, 314.

⁵Letters Received by Chief Clerk of the War Department John Smith from Secretary of War William Eustis, Aug. 1809-Sept. 1810, Records of the Office of the Secretary of War, Record Group (RG) 107, National Archives.

⁶Biographical Directory of the American Congress, 1774-1971 (Washington: Government Printing Office, 1971), 13-18; Russell F. Weigley, History of the United States Army (New York: Macmillan Co., 1967), 133; Appendix 2, "List of the Chief Clerks of the War Department," Inventory of the Records of the Office of the Secretary of War, RG 107; Robert M. Merryman, A Hero Nonetheless: Albert Miller Lea, 1808-1891 (Lake Mills, Iowa: Graphic Publishing Co., 1983), 89. Madison appointed Eustis on 7 March 1809, but Eustis did not enter upon his duties until 8 April. Similarly, Calhoun received his appointment on 8 October 1817, but did not assume his duties until 10 December. Presumably, Smith and Graham, respectively, continued to perform the duties of Secretary during these two intervening periods.

In February 1868, President Andrew Johnson wanted Chief Clerk John Potts to accept appointment as Secretary ad interim as part of Johnson's effort to oust Secretary Edwin M. Stanton. Potts refused. Benjamin P. Thomas and Harold M. Hyman, Stanton: The Life and Times of Lincoln's Secretary of War (New York: Alfred A. Knopf, 1962), 580-81.

⁷Roger J. Spiller, "John C. Calhoun as Secretary of War, 1817-1825" (Ph.D. diss., Louisiana State University, 1977), 80-82. In

giving his opinion of the Chief Clerk's position, Armstrong had in mind primarily the degree of opportunity that it offered for advancement to a higher post. Daniel Parker, who had been Chief Clerk during Armstrong's secretaryship, January 1813-September 1814, had gone on to become Adjutant and Inspector General of the Army. Armstrong cautioned Vandeventer that such an advancement for a Chief Clerk was "a rare instance."

"Considering the strategic position which Vandeventer held in relation to Calhoun and his work as Secretary of War," Spiller notes, "it is surprising that none of Calhoun's biographers have taken much notice of the clerk, or, indeed, used his papers," which are "quite important to an understanding of this period of Calhoun's official life and politics."

⁸Leonard D. White, *The Jeffersonians: A Study in Administrative History. 1801-1829* (New York: Macmillan, 1951), 234; idem, *The Jacksonians: A Study in Administrative History, 1829-1861* (New York: Free Press, 1954), 548. On the federal government's employment of women in the nineteenth century, see Cindy Sondik Aron, *Ladies and Gentlemen of the Civil Service: Middle-Class Workers in Victorian America* (New York: Oxford University Press, 1987).

⁹ Introduction, Inventory, RG 107, National Archives.

¹⁰War Department Circular, "Printing and Binding Requisitions," 28 Mar 1864; J.A. Harden to Potts, 4 July 1865; War Department Circular, Crosby, 6 July 1875; and Belknap to Crosby, 3 May 1875, all in Correspondence File, Originals of Old War Department Circulars, 1862-1894, RG 107.

¹¹Circular, Edmund Schriver, Inspector General, 18 Nov. 1870; Crosby to chiefs of bureaux of War Department, 21 Jan. 1873; and War Department Orders, Belknap, 14 Apr. 1875, all in Correspondence File, Originals of Old War Department Circulars, 1862-1894, RG 107; Appendix 2, Inventory, RG 107.

¹²War Department Circular, Belknap, 26 Mar. 1873; War Department Circular, Belknap, 18 July 1873; and War Department Circular, Crosby, 25 Sept. 1875, all in Correspondence File, originals of Old War Department Circulars, 1862-1894, RG 107; Act of 4 Mar. 1874, 18 Stat. 19.

¹³War Department Circular, Crosby, 26 Mar. 1879, Correspondence File, Originals of Old War Department Circulars, 1862-1894, RG 107; Chester Winston Bowie, "Redfield Proctor: A Biography" (Ph.D. diss., University of Wisconsin-Madison, 1980), 165; Appendix 2, Inventory, RG 107. Until the reestablishment of the position of Assistant Secretary of War in 1890, Proctor usually appointed Lt. Gen. John M. Scofield, the Commanding General of the Army, to head the War Department in Proctor's temporary absence. If Scofield was out of Washington, Proctor customarily chose one of the bureau chiefs to act in the Secretary's stead. Once, however, in July 1889, Proctor named Tweedale to act for him. Some of the bureau chiefs, who apparently had come to expect to take precedence over the Chief Clerk, resented this move. As a result of their "growling," Proctor a week later designated one of them to the temporary post. In relating this incident, Bowie refers to Proctor's temporary appointment of Tweedale as a mistake. "Just why he named the Chief Clerk to be Acting Secretary in the first place is unclear," the biographer states, "but it seems likely that he was distracted by the grave illness of his son, the reason for his absence from the capital in the first place." Bowie, "Redfield Proctor," 275, n.11. Bowie's puzzlement reflects the general dearth of knowledge in the historical profession about the inner workings of the War Department over the course of its existence.

¹⁴Appendix 2; Inventory, RG 107; Edwin H. Steiner, "History of War Department's Chief Clerks/Administrative Assistants to the Secretary of the Army," Department of the Army, September 1978, copy in Office of the Administrative Assistant to the Secretary of the Army, 3-4.

¹⁵Typescript, Troyer S. Anderson, "History of the Office of the Under Secretary of War (1914-1941)," Office of the Under Secretary of War, 1947, copy in Center of Military History; Benjamin P. Thomas and Harold M. Hyman, Stanton: The Life and Times of Lincoln's Secretary of War (New York: Alfred A. Knopf, 1962), 15253; Bowie, "Redfield Proctor," 181-82; quotation from Act of 5 Mar. 1890 (26 Stat. 17); Scofield to Maj. Tasker H. Bliss, 7 Nov 1899, Press Copies of Letters and Memorandums Sent by the Chief Clerk of the War Department, Mar. 1899-Dec. 1915, RG 107.

¹⁶"Department Duties," n.d., file Notes on Organization of the War Department, Working Papers of John Scofield, Chief Clerk of the War Department, 1899-1913, RG 107. For Scofield's influence, see Edmund Barry to Scofield, 8 Sept. 1899, and other correspondence in Letters

Received by John C. Scofield, Chief Clerk of the War Department, 1899 and 1902-03, RG 107.

¹⁷"Records of the Appointment Division, 1812-1913," Inventory, RG 107; Steiner, "History of War Department' Chief Clerks/Administrative Assistants to the Secretary of the Army," 5.

¹⁸Records of the Disbursing Office," Inventory, RG 107.

¹⁹War Department Orders, 8 May 1900, copy in Center of Military History; Guide to the National Archives of the United States (Washington: National Archives and Records Service, General Services Administration, 1974), 413.

²⁰War Department Circular B. 17 Jan. 1902, copy in Center of Military History.

²¹"Correspondence Relating to Expositions and Exhibits, 1913-18," "Press Copies of Letters and Endorsements Sent, Aug. 1902-Dec. 1906," "Press Copies of Letters, Telegrams, and Endorsements Sent, Sept. 1904-May 1906," "Correspondence of John C. Scofield Relating to the Isthmian Canal Commission Exhibit, Oct. 1906-Dec. 1908," "Press Copies of Letters, Telegrams, and Endorsements Sent, Feb. 1906-Mar. 1909," "Press Copies of Letters, Telegrams, and Endorsements Sent, Aug. 1908-Sept. 1910," and "Correspondence, Oct. 1911-May 1912," all in Inventory, RG 107; H. Stephen Helton, comp., Preliminary Inventory of the Records of the United States' Participation in International Conferences, Commissions, and Expositions (Record Group 43) (Washington: National Archives, 1955), 128-30.

²²Minutes of Meetings, Subcommittee on Personnel, Keep Commission, Working Papers of John Scofield, Chief Clerk of the War Department, RG 107; Oscar Kraines, "The President versus Congress: The Keep Commission, 1905-1909," Western Political Quarterly 23 (Mar. 1970): 5-54; Leonard D. White, The Republican Era: A Study in Administrative History 1869-1901 (New York: Macmillan, 1958), 92; Peri E. Arnold, Making the Managerial Presidency: Comprehensive Reorganization Planning, 1905-1980 (Princeton, N.J.: Princeton University Press, 1980), 24-26 (quotation, 26).

²³Act of 22 May, 1908 (35 Stat. 213).

²⁴War Department Orders, 12 May 1913, copy in file 150D2A, Administrative Precedent File ("Frech File"), Records of the Adjutant General Office, 1780s-1917, Record Group 94, National Archives; War Department Orders, 8 May 1900.

²⁵Frederick Palmer, Newton D. Baker: America at War (New York: Dodd, Mead & Co., 1931), 1:1-9.

²⁶War Department Circular A, 2 Jan. 1931, copy in Center of Military History.

²⁷Steiner, "History of War Department's Chief Clerks/Administrative Assistants to the Secretary of the Army," 4; Congressional Directory, 77th Cong., 2d sess., 2d ed. (Washington: Government Printing Office, 1942), 329; *ibid.*, 78th Cong., 1st sess., 1st ed. (Washington: Government Printing Office, 1942), 330.

²⁸Typescript, Theodore Wyckoff, "The Office of Secretary of War under Henry L. Stimson, 1940-1945," July 1960, copy in Center of Military History, chap. 111, pp. 4-5; typescript, R.A. Winnacker, "The Office of the Secretary of War under Henry L. Stimson," n.d., copy in Center of Military History, part 1, p. 4.

²⁹Federal Records of World War II, Vol. II, Military Agencies (Washington: National Archives, 1951), 77-80.

³⁰Andrew Birtle, "Lineage and Functions of the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), 1941-1988," Staff Support Branch, Center of Military History, 1988, 4-5; Federal Records of World War II, Vol. II, Military Agencies, 266-310.

³¹National Security Act of 1947, printed in Alice C. Cole et al, eds., The Department of Defense: Documents on Establishment and Organization, 1944-1978 (Washington: Office of the Secretary of Defense, Historical Office, 1978), 40-41; United States Government Manual 1948 (Revised through June 30, 1948) (Washington: Government Printing Office, 1948), 145. As noted above, the Manual rendered the title as Administrative Assistant and Chief Clerk.

³²Birtle, "Office of the Assistant Secretary," 7-8; Army Regulations (AR) No. 10-5, Organization and Functions, Department of the Army, 22 May 1957.

³³AR 10-5, 22 May 1957.

³⁴AR 10-5, 5 May 1961; AR 10-5, 2 Jan. 1963; AR 10-5, 19 May 1965; AR 10-5, 31 July 1968; AR 10-5, 6 June 1972; AR 10-5, 1 Apr. 1975.

³⁵AR 10-5, 1 Nov. 1978; AR 10-5, 1 Dec 1980.

³⁶10 U.S.C. sec. 3018 (Supp. IV 1986).

³⁷AR 10-5, 1 Nov. 1978; Appendix 2, Inventory, RG 107; Steiner, "History of War Department's Chief Clerks/Administrative Assistants to the Secretary of the Army," Tab A.

LISTING OF CHIEF CLERKS OF THE WAR DEPARTMENT
AND
ADMINISTRATIVE ASSISTANTS TO SECRETARY OF WAR/ARMY

Chief Clerks Of the War Department

William Knox 1/2	11 September 1789 – 15 June 1790
John Stagg, Jr.	16 June 1790 – 15 November 1797
John Caldwell	1 December 1797 – 31 May 1800
John Newman	1 June 1800 – 31 December 1801
Joshua Wingate, Jr.	1 January 1802 – 1804
John Smith	1805 – 28 April 1811
Daniel Parker	1 July 1812 – 23 November 1814
George Graham	15 March 1815 – 21 October 1816
Christopher Vandeventer	10 December 1817 – 19 February 1827
Charles J. Nourse	20 February 1827 – 2 May 1829
Philip G. Randolph	4 May 1829 – 19 June 1831
John Robb	11 July 1831 – 19 October 1833
Daniel Kurtz (Acting)	20 October 1833 – 31 January 1835
Cary A. Harris	1 February 1835 – 4 July 1836
John T. Cochrane	5 July 1836 – 12 March 1837
Samuel Cooper	13 March 1837 – 9 July 1838
John T. Cochrane (2 nd tour)	10 July 1838 – 31 March 1841
Albert Miller Lea	1 April 1841 – 31 October 1841
Daniel Parker (2 nd tour)	1 November 1841 – 31 March 1846
Archibald Campbell	1 April 1846 – 12 April 1849
Samuel J. Anderson	13 April 1849 – 17 August 1850
John D. McPherson (Acting)	18 August 1850 – 15 September 1850
George T. M. Davis	16 September 1850 – 4 March 1851
John Potts	5 March 1851 – 9 March 1853
Archibald Campbell (2 nd tour)	10 March 1853 – 3 March 1857
John Potts (Acting)	4 March 1857 – 31 March 1857
William R. Drinkard	1 April 1857 – 15 February 1861
John Potts (Acting)	1 March 1861 – 31 March 1861
J. P. Sanderson	23 March 1861 – 30 June 1861
James Lesley, Jr.	1 July 1861 – 31 October 1861
John Potts (2 nd tour)	1 November 1861 - 24 July 1872
Henry T. Crosby	25 July 1872 - 30 June 1882

John Tweedale
John C. Scofield *

1 July 1882 - 7 March 1899
8 March 1899 - 31 December 1930

Administrative Assistant to Secretary of War/Army

John W. Martyn	1 January 1931 - 31 January 1960
Robert H. Willey	1 February 1960 - 15 October 1961
James C. Cook	16 October 1961 - 30 December 1965
John G. Connell, Jr. (Acting)	31 December 1965 - 9 April 1966
John G. Connell, Jr.	10 April 1966 - 31 December 1979
R. M. Yingling (Acting)	30 December 1979 - 29 March 1980
Milton H. Hamilton	30 March 1980 - 3 March 1995
Joel B. Hudson (Acting)	4 March 1995 - 10 September 1995
Yvonne M. Harrison	11 September 1995 - 2 February 1996
Joel B. Hudson (Acting)	3 February 1996 - 2 April 1996
Joel B. Hudson	3 April 1996 - Present

*Title changed to Assistant and Chief Clerk in 1908

¹Source: National Archives, Appendix 2, List of Chief Clerks of the War Department, Inventory of the Records of the Office of the Secretary of War, Registry Group 107.

²William Knox was the younger brother of Henry Knox. Source: Harry M. Ward, The Department of War 1781-1795 footnotes on pages 53 and 210. Note: Henry Knox was appointed the first Secretary of War on 12 September 1789, the day following the appointment of William Knox.

HISTORICAL EXECUTIVE FURNITURE PROGRAM

Within the last 30 years, the use of antique furnishing has become increasingly popular not only in our homes, but also in the work place; and in the early 70's, this trend gained momentum as federal agencies prepared for the Nation's Bicentennial. In preparation, the Office of the Administrative Assistant began to locate many isolated antique and historical pieces of office furnishings, to effectively restore and maintain the items, and to move on a deliberate course of returning the furniture to use by some of the Department's top officials. By 1976, the following Army executives had antique desks and furnishings:

- Secretary of the Army
- Under Secretary of the Army
- Assistant Secretary of the Army (Financial Management)
- General Counsel
- Administrative Assistant
- Deputy Administrative Assistant
- Chief of Staff of the Army
- Vice Chief of Staff
- Director of the Army Staff
- The Surgeon General
- The Adjutant General

The majority of the desks and other items collected were purchased in the 1880's by the War Department from Smith Bank and Office Furniture, Boston, Massachusetts. The cost of each desk at the time of purchase was approximately \$300! The purchase coincided with the initial moves into the State, War and Navy Buildings on Pennsylvania Avenue in 1884. Specific budgetary line items are reflected in exhibits found in the Congressional Records of 1883, 1884, and 1888, indicating the sums of money appropriated for the new executive furniture. A copy of an 1883 invoice is in the custody of the Administrative Assistant.

The fine workmanship of the New England craftsmen can be seen when looking at any of the antique furniture. The desks prompt considerable discussion and admiration with their delicately disguised front and side compartments utilizing all available space; and some of the compartments still retain pigeonholes for filing papers.

The first Secretary of War to use one of the executive desks was Robert Todd Lincoln, son of Abraham Lincoln. This desk is currently being used by the Secretary of the Army. Also, the desk measures seven feet by five feet and is ornately carved on the top border, sides, and back drawers.

The pull handles on the rear drawers are brass rings hanging from crafted lions' jaws. The desk is mahogany wood with a blue felt top and has sixteen drawers and one compartment. The desk and chair used by William Howard Taft, Secretary of War (1904-1908) (and later President) are still in daily use within the Office of the Administrative Assistant to the Secretary of the Army.

The desk in the immediate Office of the Chief of Staff also has historical significance. Initially, in the 1880's the desk was used by the Commanding General, U. S. Army, and it made an orderly transition with Lieutenant General Samuel B. Young from that position to his new role as the first Chief of Staff, U. S. Army, in 1903. Famous Chiefs to use the desk include: John Pershing, Douglas MacArthur, George Marshall, Dwight Eisenhower, Omar Bradley, Maxwell Taylor, William Westmoreland, and Creighton Abrams.

Another item of interest is the executive desk used by The Surgeon General. This desk has been in continuous use since 1884. Other unique items include: kerosene lamps used by Ulysses S. Grant, Interim Secretary of War in 1867 and later President of the United States; and a clock once used by Jefferson Davis, Secretary of War (1853-1857) and later President of the Confederacy (1861-1865).

PORTRAIT COLLECTION

Since the early 1870's, the United States Army has commissioned artists to paint official portraits of its former Secretaries. Credit for conceiving and launching the collection belongs to President Grant's Secretary of War, William Worth Belknap, who believed that the Secretarial portrait gallery was an appropriate way for the department to mark the nation's centennial in 1876. It was not an easy task since few of his predecessors had had their portraits painted, and even those portraits were in private possession and out of reach. Thus, most of the gallery had to be created from scratch.

The portraits were executed, in large part, by eminent artists; and by 1876, the War Department Portrait Gallery was a continuing enterprise that could be updated portrait by portrait by Belknap's successors.

Currently, the portraits of the Secretaries of War are hanging in chronological order in the 7th corridor on the second floor of the Pentagon. Adjacent to the first portrait is a dedication plaque commemorating these early leaders and the many contributions they made to their country.

The portraits of the Secretaries of the Army are hanging in the 6th corridor on the second floor of the Pentagon.

Portraits of the Chiefs of Staff, beginning with Samuel B. Young in 1903, are also an integral part of the Army's portrait collection. These portraits are hanging in the "E" ring, second floor between corridors six and seven.

The portraits of the Secretaries of War, Secretaries of the Army, and Chiefs of Staff represent a unique and valuable collection of paintings of the Army's senior officials; and today, this collection is considered one of the most outstanding collections in the Federal Government.