



FOURTH ESTATE 101

*World Wide HR Training Event
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Outline

- Department of Defense
- The Constitution and National Defense
- Key Statutory Authorities of the Secretary of Defense
- DoD Organizational Structure
- OSD Organizational Structure
- DoD Fourth Estate Structure
- DoD Corporate Governance
- How is HR Policy Made?
- Non-Intel DAFA Delegated Appointing and Security Authorities/HR Servicing Agency



Department of Defense



- ***The mission of the Department of Defense is to protect the American people and advance our nation's interests.***
 - **Mission Statement of the Department of Defense, QDR, February 2010**

- ***The Department of Defense shall maintain and use armed forces to support and defend the Constitution of the United States against all enemies, foreign and domestic. Ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interest. Uphold and advance the national policies and interests of the United States.***
 - **Functions of the Department of Defense, DoD Directive 5100.01, December 21, 2010**

- ***The Department of Defense is composed of OSD, the Joint Chiefs of Staff, the Joint Staff, the Office of the IG DoD, the Combatant Commands, the Military Departments, the Defense Agencies, the DoD Field Activities, and such other offices, agencies, activities, organizations, and commands established or designated by law, or by the President or by the Secretary of Defense.***
 - **Organizational Relationships in the Department of Defense, DoD Directive 5100.01, December 21, 2010**



The Constitution and National Defense

- **Article I – The Congress**
 - **Authorizes and appropriates**
 - **Makes rules for governance; e.g.:**
 - National Security Act of 1947, as amended
 - Title 10, United States Code – Armed Forces (enacted into positive law in 1956)
 - Goldwater-Nichols Reorganization Act of 1986
 - Annual National Defense Authorization Acts
 - **Declares war**
 - **Provides advice and consent:**
 - Principal appointees (Military and Civilian)
 - Military officer promotions
- **Article II – The President**
 - **Shall be the Commander in Chief of the Armed Forces of the United States**
 - **Exercises authority over the military by:**
 - Selecting Presidential appointees and senior officers, and approving military promotions
 - Managing the federal budget process
 - Formulating/implementing national security policy
 - Personally engaging in matters of high importance



Key Statutory Authorities Secretary of Defense



- **Principal Advisor to the President on Defense matters**

“The Secretary of Defense is the principal assistant to the President in all matters relating to the Department of Defense.”*

- **Cabinet member as the head of an executive department**

“The Department of Defense is an executive department of the United States.”*

- **Leader and “CEO” of the Department**

“There is a Secretary of Defense, who is the head of the Department of Defense ... [who] has authority, direction, and control over the Department of Defense.”*

- **Deputy to the Commander in Chief**

“... the chain of command to a combatant command runs (1) from the President to the Secretary of Defense and (2) from the Secretary of Defense to the commander of the combatant command.”*

* Title 10, United States Code



DoD Organizational Structure

DoD Components



Office of the Inspector General, DoD *

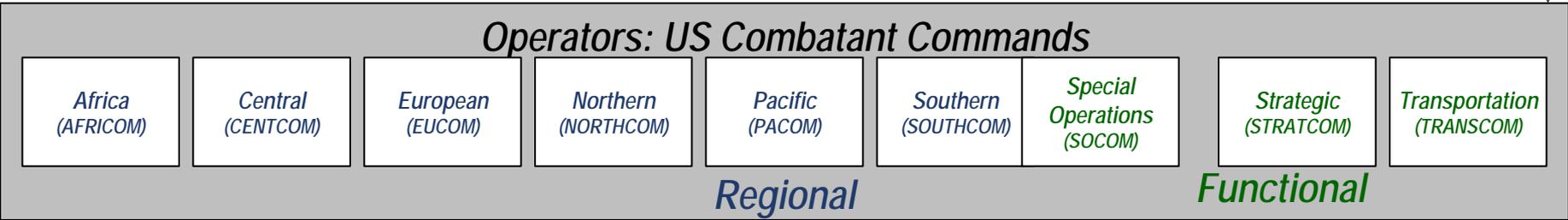
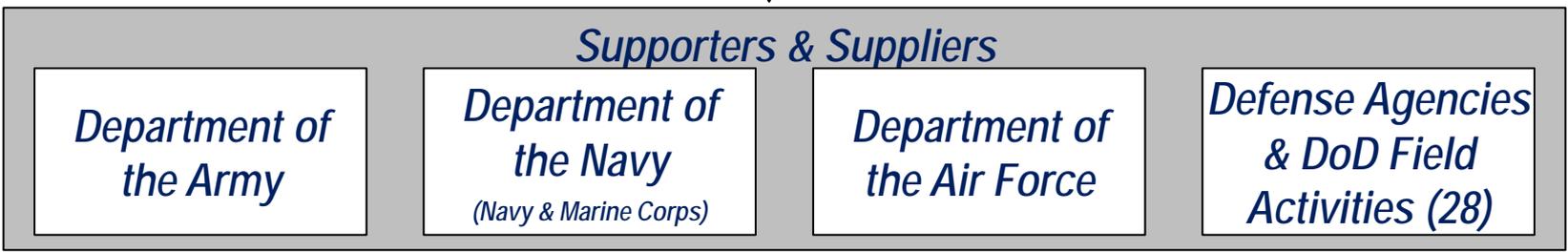
Secretary of Defense
Deputy Secretary of Defense

DoD Components	#	Direct Reports
OSD	1	13
JCS / Joint Staff	2	1
OIG DoD *	1	1
Military Departments	3	3
Defense Agencies	20	
DoD Field Activities	8	
Combatant Commands	9	9
Total	44	27



DoD Workforce

Military	1,305K
Civilian	798K
Guard and Reserve	811K
Total **	2,914K



* The Office of the IG DoD (OIG) functions as an independent and objective unit of the Department of Defense

** FY16 Defense Manpower Requirements Report (February 2016) (Military/Civilian)



OSD Organizational Structure

Principal Staff Assistants (PSAs)

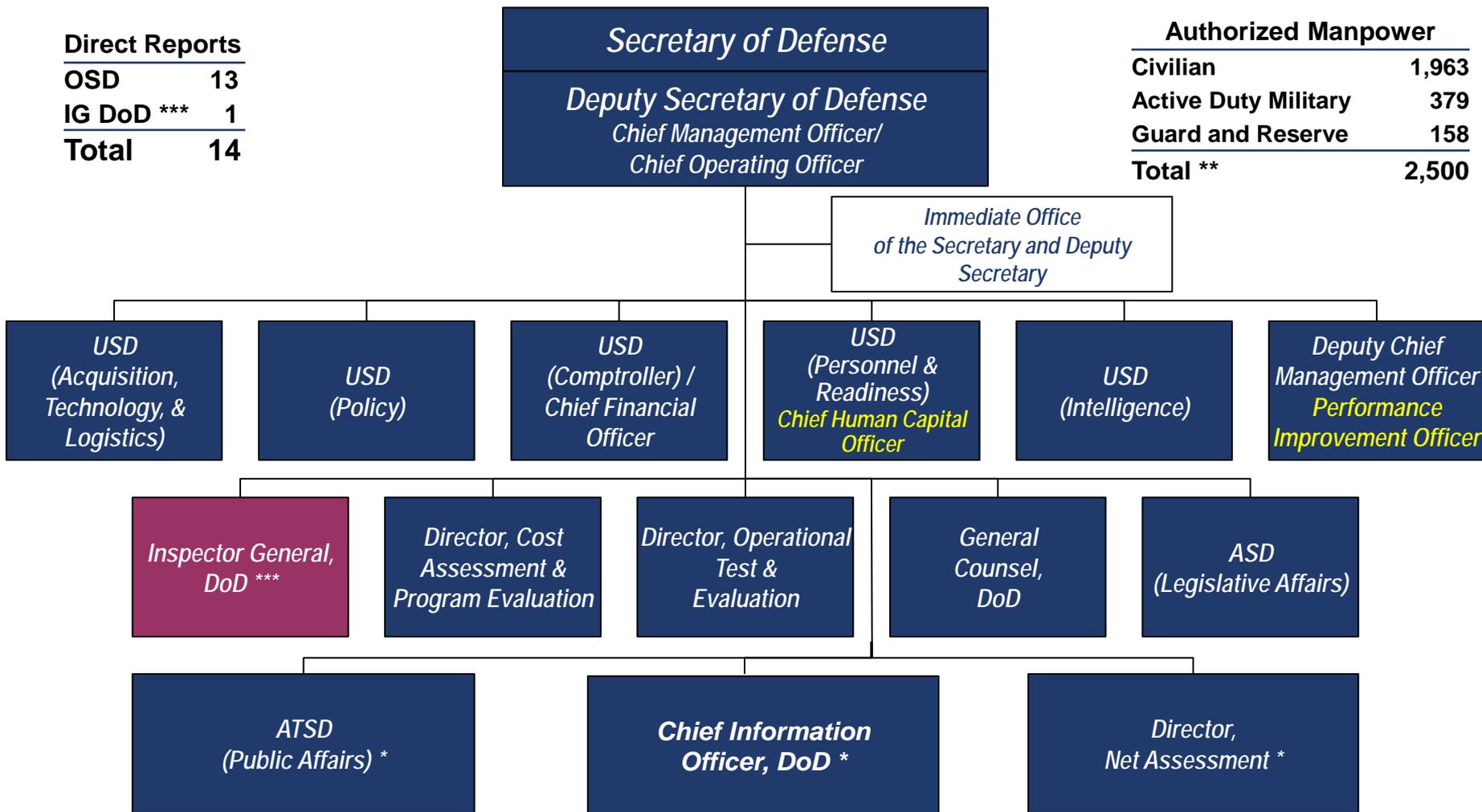


Direct Reports

OSD	13
IG DoD ***	1
Total	14

Authorized Manpower

Civilian	1,963
Active Duty Military	379
Guard and Reserve	158
Total **	2,500



* All positions shown are Presidentially Appointed, Senate-confirmed (PAS) except those with * which are SES positions

** As of January 2016

*** Although the IG DoD is statutorily part of OSD and is under the general supervision of the Secretary of Defense, the Office of the IG DoD (OIG) functions as an independent and objective unit of the Department of Defense

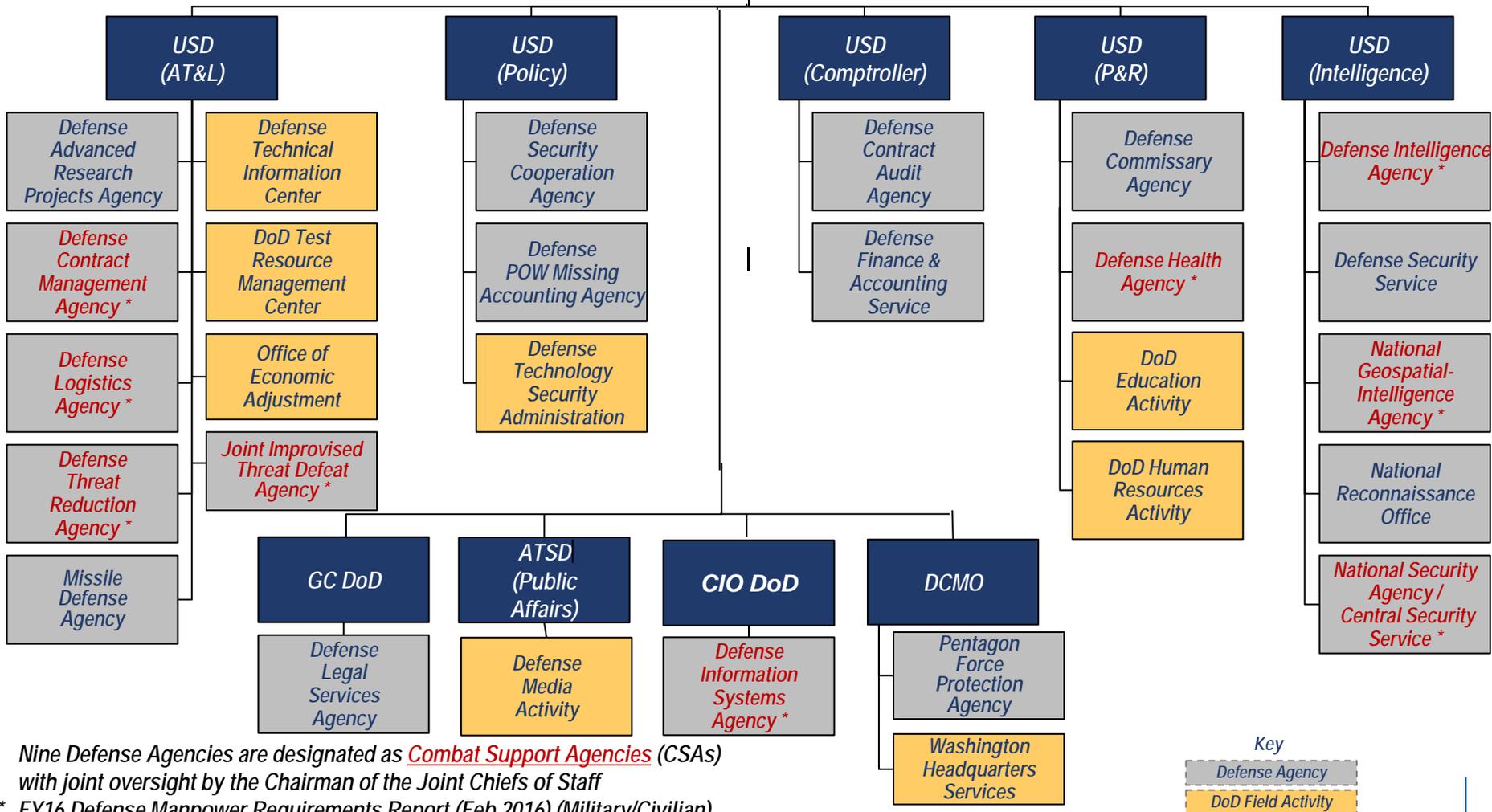


OSD PSA Oversight Defense Agencies and DoD Field Activities

Defense Agencies *	20
DoD Field Activities	8
Total	28

Authorized Manpower	
Defense Agencies	146K
DoD Field Activities	19K
Total **	165K

Secretary of Defense
Deputy Secretary of Defense

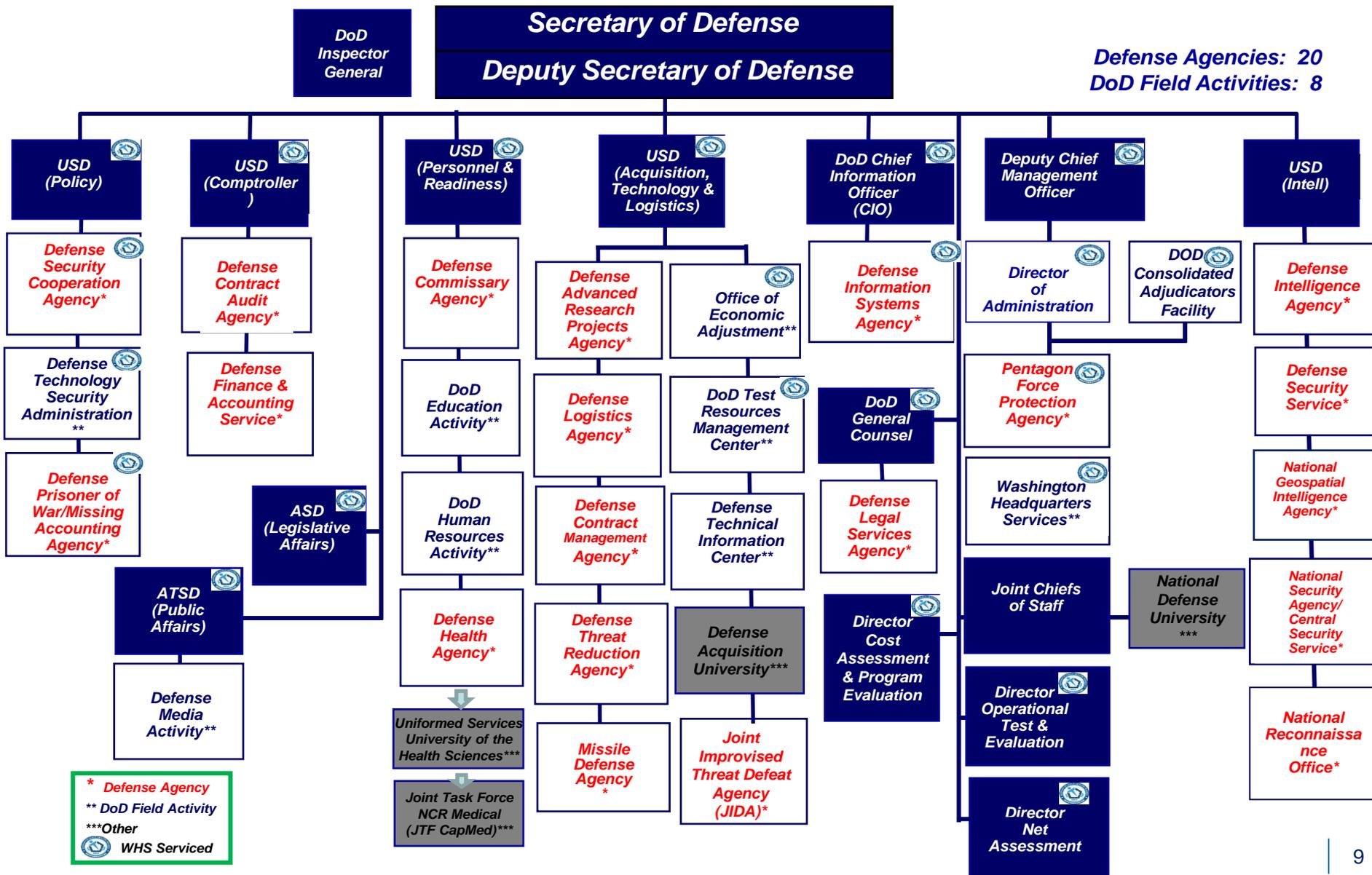


Key
Defense Agency
DoD Field Activity

• Nine Defense Agencies are designated as Combat Support Agencies (CSAs) with joint oversight by the Chairman of the Joint Chiefs of Staff
 ** FY16 Defense Manpower Requirements Report (Feb 2016) (Military/Civilian)



“DoD Fourth Estate”





DoD Corporate Governance Framework



- **The Secretary and Deputy Secretary of Defense establish, direct, and oversee Departmental governance councils and decision-making processes**
- **Decision authority rests with the Secretary and Deputy Secretary of Defense**
 - Secretary as CEO—strategic direction, policy, program, and resource priorities
 - Deputy Secretary as CMO/COO directs and integrates DoD planning and resource allocation consistent with Secretary's direction, and oversees management, business systems, and key processes
- **Secretary's Leadership Council (SLC)**
 - Senior level advisory body to the Secretary
 - Senior civilian leadership team, as well as CJCS, VCJCS, and Service Chiefs
 - Combatant Commanders may be included depending on the agenda
- **Defense Executive Committee (DEXCOM)**
 - Senior civilian governance committee; addresses sensitive and consequential departmental matters in support of SD
 - Chaired by DSD; membership comprised of Secretaries of the Military Departments, the Under Secretaries of Defense, and the DoD General Counsel
- **Deputy's Management Action Group (DMAG)**
 - Most senior level advisory body to the Deputy Secretary; Principals or their Deputies participate
 - Oversees and directs program, enterprise management, and business decisions
- **Supporting Tier of Governance**
 - Aligned with functional activities across the Department
 - Provides support for strategic decision-making and joint analyses of capability gaps and excesses

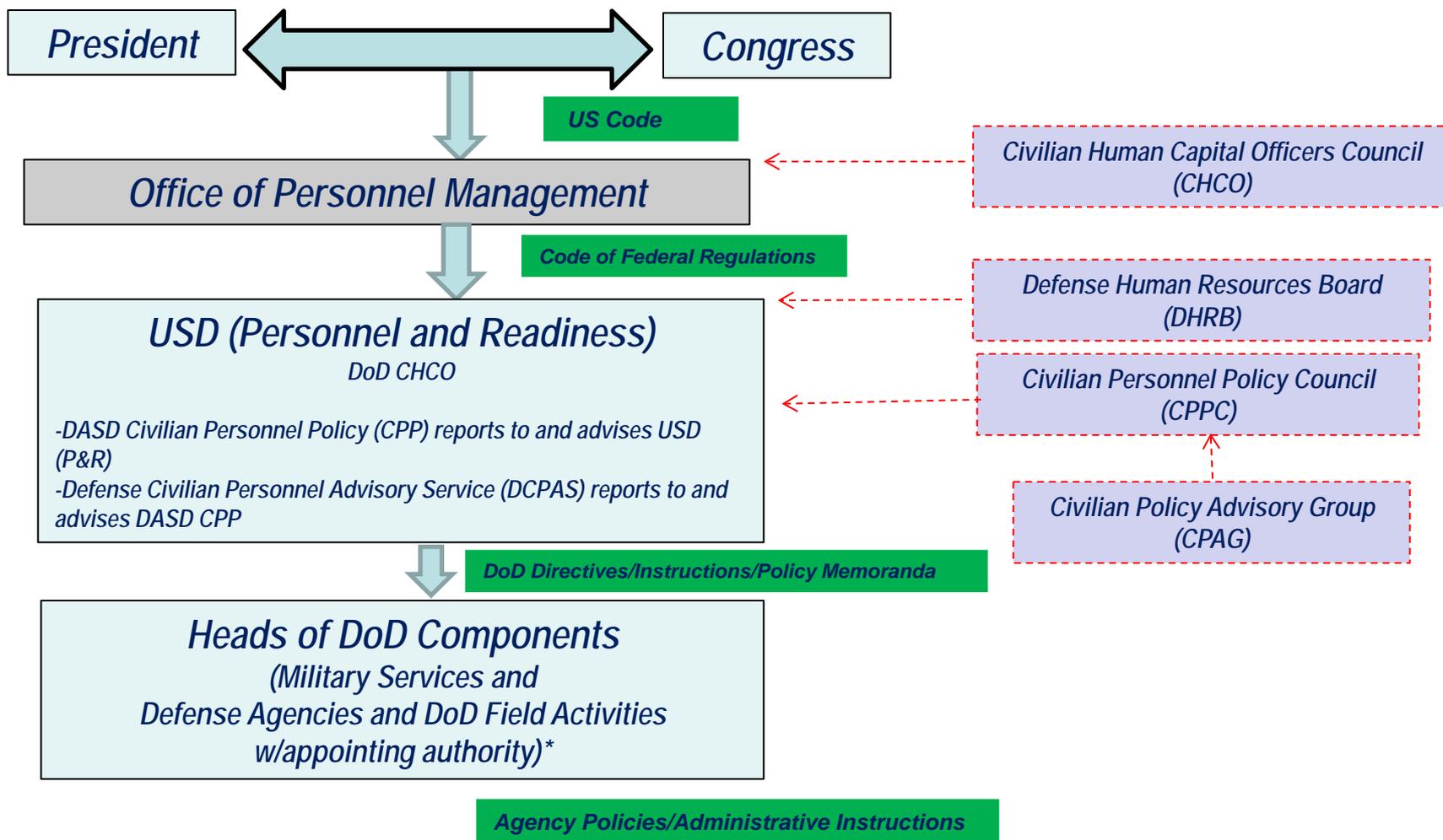


DoD Corporate Governance Advisory Committees, Directives, and Leadership



- **DoD Federal Advisory Committees (45)**
 - 24 non-discretionary FACA committees are active with 2 pending establishment
 - 21 discretionary FACA committees are active
 - 3 Non-Discretionary FACA-Exempt Advisory Committees active
 - 5 senior advisory boards directly support the Secretary and Deputy Secretary of Defense:
 - Defense Business Board / Defense Health Board / Defense Policy Board / Defense Science Board / Reserve Forces Policy Board
 - Source of independent, technical, scientific, and/or expert advice in support of DoD decision making
- **DoD Directives Program (DoDI 5025.01)**
 - Codifies and communicates official DoD policy and establishes and maintains DoD policy framework
 - Includes 1,393 DoD Issuances (353 Directives, 786 Instructions, 175 Publications, 47 Administrative Instructions, and 32 Directive-Type Memorandums)
 - Provides chartering Directives for the OSD PSAs/PASs, Defense Agencies, and DoD Field Activities, which delineate responsibilities and functions, relationships, and authorities
 - <http://www.dtic.mil/whs/directives/>
- **Senior Leaders and Managers**
 - Political Appointees
 - Civilian Senior Executive (CSE)
 - General Officer/Flag Officers (GO/FOs)

How is HR Policy Made?



**This reflects the process for Title 5, GS-15 and below. For SES/SL/ST, DCMO is "DoD Component Head" for all Fourth Estate, responsible for policy development, strategic management, oversight and reporting.*



Non-Intelligence Defense Agencies/DoD Field Activities



<u>Agency/Activity</u>	<u>Title 5 Delegated Appointing Authority</u>	<u>HR Servicing Agency</u>
Deputy Chief Management Officer (DCMO)		
Washington Headquarters Services	Yes (DoDD 5110.4 dtd 10/19/01, Encl 2)	WHS (DLA for transactional work)
Pentagon Force Protection Agency	No	WHS (DLA for transactional work)
Secretary of Defense/Deputy Secretary of Defense		
Office of the Secretary of Defense	No	WHS (DLA for transactional work)
Chairman JCS		
Joint Chiefs of Staff	No	DLA
National Defense University	No (Note: NDU holds title 10 appointing authority for its faculty)	DFAS
USD (Policy)		
Defense Security Cooperation Agency	No	WHS (HQ only; various regional activities serviced by AR, NV, AF.) (DLA for transactional work)
Defense Technology Security Administration	No	WHS (DLA for transactional work)
Defense POW/MIA Accounting Agency	No	WHS (DLA for transactional work)
USD (Personnel and Readiness)		
Defense Health Activity	Yes, (DoDD 5136.12 dtd 5/31/01, Certified current as of 11/21/03, Encl 3)	NAVY Note: Includes the Uniformed Services University of the Health Sciences , also serviced by NAVY, and JTF CAPMED serviced by ARMY
Defense Commissary Agency	Yes, (DoDD 5105.55 dtd 3/12/08, Encl 1)	DLA
Department of Defense Education Activity	Yes (DoDD 1342.2 dtd 10/19/07, Encl 2)	DLA
DoD Human Resources Activity	No	DLA (transactional)



Non-Intelligence Defense Agencies/DoD Field Activities



Agency/Activity	Title 5 Delegated Appointing Authority	HR Servicing Agency
USD (Acquisition Technology & Logistics)		
Defense Logistics Agency	Yes (DoDD 5105.22 dtd 5/17/06, Encl 2)	DLA
Missile Defense Agency	Yes (DoDD 5134.9 dtd 9/17/09, Encl 2)	DLA
Defense Threat Reduction Agency	Yes (DoDD 5105.62 dtd 11/28/05, Encl 2)	DLA
Defense Acquisition University	No (Note: DAU holds title 10 appointing authority for its faculty)	DFAS
Defense Contract Management Agency	Yes (DoDD 5105.64 dtd 9/27/00, Encl 1)	ARMY
Defense Advanced Research Projects Agency	No	DLA (transactional)
Office of Economic Adjustment	No	WHS (DLA for transactional work)
Defense Test Resource Management Center	No	WHS (DLA for transactional work)
Defense Test Information Center	No	DFAS (transactional)
USD (Comptroller)		
Defense Finance and Accounting Service	Yes (DoDD 5118.5 dtd 11/26/90, Chg 1 dtd 12/13/91, Encl 1)	DFAS
Defense Contracts Audit Agency	Yes (DoDD 5105.36 dtd 1/4/10, Encl 1)	DFAS
DOD CIO		
Defense Information System Agency (DISA)	Yes (DoDD 5105.19 dtd 7/25/06, Encl 4)	DFAS
DOD Inspector General		
Inspector General of the Department of Defense	Yes (DoDD 5106.01 dtd 4/13/06, Chg 1 dtd 9/25/06, Encl 2)	DFAS
ASD (Public Affairs)		
Defense Media Activity	Yes (DoDD 5105.74 dtd 12/18/07, Encl 3)	DLA
DoD General Counsel		
Defense Legal Services Agency	No	WHS (DLA for transactional work)



Questions