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**Section I - Background Information on Evolution  
of the Office of the Secretary of  
Defense**

1. The Assistant Secretaries of Defense rank after the Secretary of Defense, the Deputy Secretary of Defense, and the Secretaries of the military departments. They first appeared in the organizational structure with the National Security Act Amendments of 1949, which established the Deputy Secretary of Defense and three Assistant Secretaries of Defense and provided that one of the three would be the Comptroller of the Department of Defense.

2. The President's Reorganization Plan No. 6 of 1953, effective 30 June 1953 in the absence of Congressional objection, increased the number of Assistant Secretaries of Defense to nine and added the General Counsel, ranking with them.

3. The Department of Defense Reorganization Act of 1958 reduced the permissible number of Assistant Secretaries of Defense from nine to seven, without changing the provision regarding the Comptroller or disturbing the position of General Counsel. The Act also established the post of Director of Defense Research and Engineering, ranking above the seven Assistant Secretaries of Defense and the General Counsel.

4. A continuing feature of the National Security Act, since 1949, has been the following provision:

The Secretary of Defense may, without being relieved of his responsibility therefor, and unless prohibited by some specific provision of this Act or other specific provision of law, perform any function vested in him through or with the aid of such officials or organizational entities of the Department of Defense as he may designate.

5. As part of the implementation of the Department of Defense Reorganization Act of 1958, the Secretary of Defense on 31 December 1958 issued a revised version of DoD Directive 5100.1, "Functions of the Department of Defense and its Major Components." The revised text had been worked out during several months of consultation, mainly within the Armed Forces Policy Council, with the Joint Chiefs of Staff participating. Among other provisions, DoD Directive 5100.1 of 31 December 1958 contained the following, which are still in effect:

II 2. c. Commanders of unified and specified commands are responsible to the President and the Secretary of Defense for the accomplishment of the military missions assigned to them. The chain of command runs from the President to the Secretary of Defense and through the Joint Chiefs of Staff to the commanders of unified and specified commands. Orders to such commanders will be issued by the President or the Secretary of Defense, or by the Joint Chiefs of Staff by authority and direction of the Secretary of Defense. These commanders shall have full operational command over the forces assigned to them and shall perform such functions as are prescribed by the Unified Command Plan and other directives issued by competent authority.

IV The Joint Chiefs of Staff . . . constitute the immediate military staff of the Secretary of Defense. . . . In performance of their functions of advising and assisting the Secretary of Defense, and subject to the authority and direction of the President and the Secretary of Defense, it shall be the duty of the Joint Chiefs of Staff:

1. To serve as advisers and as military staff in the chain of operational command with respect to unified and specified commands, to provide a channel of communications from the President and Secretary of Defense to unified and specified commands, and to coordinate all communications in matters of joint interest addressed to the commanders of the unified or specified commands by other authority.

2. To prepare strategic plans and provide for the strategic direction of the armed forces, including the direction of operations conducted by commanders of unified and specified commands and the discharge of any other function of command for such commands directed by the Secretary of Defense.

7. To review the plans and programs of commanders of unified and specified commands to determine their adequacy, feasibility, and suitability for the performance of assigned missions.

6. Paragraph IV, 1., above, giving the first listed duty of the Joint Chiefs of Staff, is virtually identical with the language proposed by the Joint Chiefs of Staff on 5 November 1958, at an intermediate state in the revision of the directive. However, the directive as issued did not include a further, parallel provision recommended by the Joint Chiefs of Staff on the same date:

All officials authorized to communicate with commanders of unified and specified commands will coordinate on matters of joint interest with the Joint Chiefs of Staff, and on matters of service interest with the secretary of the military department of the service concerned.

7. At the same meeting of the Armed Forces Policy Council at which the paragraph suggested by the Joint Chiefs of Staff was rejected a discussion occurred that was recorded as follows in the subsequent AFPC Advice of Action, dated 10 November 1958:

The Secretaries of the Military Departments and the Joint Chiefs of Staff were particularly concerned on the extent of delegation of authority by the Secretary of Defense to Assistant Secretary level officials of the Office of the Secretary of Defense. The Secretary of Defense emphasized that these delegations of authority would be made in DoD directives. Since the Armed Forces Policy Council reviews all DoD directives before publication, AFPC members will have an opportunity to comment on delegations of authority.

8. DoD Directive 5100.1, 31 December 1958, does make a definite pronouncement regarding orders from the OSD level to the Services:

. . . Orders to the military departments will be issued through the Secretaries of these departments, or their designees, by the Secretary of Defense or under authority specifically delegated in writing by the Secretary of Defense or provided by law.

9. At various times since 1958 the Office of the Secretary of Defense has been organized in a manner that did not utilize all seven of the authorized Assistant Secretary positions. At present, however, the organization uses the full authorization and also includes two positions of long standing, called Assistants to the Secretary of Defense. The current listing is as follows:

- Director of Defense Research and Engineering
- Assistant Secretary of Defense (Administration)
- Assistant Secretary of Defense (Comptroller)
- Assistant Secretary of Defense (Installations and Logistics)
- Assistant Secretary of Defense (International Security Affairs)
- Assistant Secretary of Defense (Manpower)
- Assistant Secretary of Defense (Public Affairs)
- Assistant Secretary of Defense (Systems Analysis)
- General Counsel
- Assistant to the Secretary of Defense (Atomic Energy)
- Assistant to the Secretary of Defense (Legislative Affairs)

**Section II - Communication. Between OSD Agencies  
and the Commanders of Unified and  
Specified Commands**

A. Director of Defense Research and Engineering

1. Basic directive setting forth the responsibilities, functions, and appropriate relationships and authorities.

DoD DIRECTIVE 5129.1, 10 February 1959.

Responsibilities

The Director of Defense Research and Engineering is the principal adviser and staff assistant to the Secretary of Defense in the following functional fields:

- a. Scientific and technical matters.
- b. Basic and applied research.
- c. Research, development, test and evaluation of weapons, weapons systems and Defense materiel.
- d. Design and engineering for suitability, producibility, reliability, maintainability, and materials conservation.

Functions

Under the direction, authority and control of the Secretary of Defense, the Director of Defense Research and Engineering shall supervise all research and engineering activities in the DoD and shall perform the following functions in his assigned fields of responsibility:

- a. Recommend policies and guidance governing DoD planning and program development.
- b. Plan and recommend an optimum integrated program of research and development to meet the requirements of national military objectives and initiate projects to fill important gaps which may exist.
- c. Review projects, programs and objectives of programs of the military departments and other Department of Defense research and development agencies.
- d. Develop systems and standards for the administration and management of approved plans and programs.
- e. Evaluate the administration and management of approved policies, programs and projects.
- f. Recommend the assignment or reassignment of research and engineering responsibility for the development of new weapons or weapons systems, giving due consideration to the departmental functions set forth in DoD Directive 5100.1.

Authority to Communicate

DDRE, in the course of exercising full staff functions in his assigned fields, is specifically delegated authority to approve, modify or disapprove programs and projects of . . . "Department of Defense agencies" in his assigned fields to eliminate unpromising or unnecessarily duplicative programs, and initiate or support promising ones for research and development. He also has the authority to obtain such reports and information . . . and assistance from . . . "Department of Defense agencies" as may be necessary to the performance of his assigned functions. (Under AUTHORITY, par A, subpars 2 and 3.)

DDRE has the broad authority to coordinate actions, as appropriate, with . . . "other Department of Defense agencies having collateral or related functions in the field of his assigned responsibility"; and to maintain active liaison for the exchange of information and advice with . . . "other Department of Defense agencies." (Under RELATIONSHIPS, par A, subpars 1 and 2.)



STUDY OF COMMUNICATION BETWEEN  
OSD AGENCIES AND THE COMMANDERS  
OF UNIFIED AND SPECIFIED COMMANDS

7 July 1967

Historical Division  
Joint Secretariat  
Joint Chiefs of Staff

#267

89-F01-1226

- g. Direct and control (including their assignment or reassignment) research and engineering activities that the Secretary of Defense deems to require centralized management.
- h. As approved by proper authority, engage in or designate appropriate research and development facilities to engage in basic and applied research projects essential to the responsibilities of the Department of Defense which pertain to weapons systems and other military requirements: (1) by contract with private business entities, educational or research institutions or other agencies of government, (2) through one or more of the military departments, or (3) by utilizing employees and consultants of the Department of Defense.
- i. Recommend appropriate steps (including the transfer, reassignment, abolition and consolidation of functions) which will provide in the DoD for more effective, efficient and economical administration and operation, will eliminate unnecessary duplication, or will contribute to improved military preparedness.
- j. Recommend to the Secretary of Defense appropriate funding for research, development, test and evaluation, including allocations from the Emergency Fund, Department of Defense.
- k. Keep the DoD informed on significant trends in scientific research relating to national security and recommend measures to assure continuing progress.
- l. Exercise administrative direction of the Weapons Systems Evaluation Group and assure its responsiveness to the needs of the Joint Chiefs of Staff and the Office of the Secretary of Defense for operations analysis.
- m. In coordination with the Assistant Secretary of Defense (International Security Affairs), engage in programs for assistance to friendly countries in military research and development and in the interchange of related scientific and technical information.
- n. Such other duties as the Secretary of Defense assigns.

B. Assistant Secretary of Defense (Administration)

1. Basic directive setting forth the responsibilities, functions, and appropriate relationships and authorities.

DoD DIRECTIVE 5110.1, 11 July 1964, as amended by Ch 1, 22 Oct 65

Responsibilities:

The ASD (A) is the principal staff assistant to the Secretary of Defense for administration, management, and organization. He is also the principal adviser to the Secretary of Defense for the National Communications System (NCS).

Authority to Communicate

The ASD (A), in the course of exercising full staff functions, is authorized to obtain such information, advice and assistance from DoD components as he deems necessary; request the prompt initiation of reviews by DoD components of organization and management practice; and communicate directly with the commanders of the unified and specified commands. (Under AUTHORITY, par A, subpars 2, 3, and 4.)

The Assistant Secretary has the broad authority to coordinate actions, as appropriate, with . . . "DoD components having collateral or related functions in the field of his assigned responsibility"; and to maintain active liaison for the exchange of information and advice with . . . "DoD components." (Under RELATIONSHIPS, par A, subpars 1 and 2.)

Functions:

Under the direction, authority and control of the Secretary of Defense, the ASD (A) shall perform the following functions:

- a. Conduct research to provide timely and effective solutions to DoD management and organizational problems.
- b. Develop long- and short-range plans for managing and organizing the DoD in order to provide progressive and effective improvement in the accomplishment of DoD functions and duties.
- c. Develop improved management practices within the DoD to achieve more efficient and economical operation and to eliminate unnecessary overlap or duplication of effort.
- d. Review and validate organizational arrangements and manning levels of components of the Office of the Secretary of Defense and the Organization of the Joint Chiefs of Staff.

- e. Prepare presentations on organizational and management problems to be used within the DoD, and for the Executive Office of the President and the Congress.
- f. Provide the Secretary of Defense and the Joint Chiefs of Staff, as appropriate, with the capability to conduct:
  - 1. Criminal or counterintelligence investigations as required within the OSD, the OJCS, and other DoD components.
  - 2. Inspections or studies of the operational or administrative effectiveness of OSD, OJCS, the unified and specified commands, the Defense agencies and other DoD components.
- g. Develop policies and guidance that will assure the safeguarding of classified information and activities, and related personnel and physical security.
  - 1. Manage the DoD Classification and Declassification Program.
  - 2. Supervise the implementation of Executive Order 10501, as amended, and assure full compliance within the DoD.
- h. Establish objectives for and administer the DoD security of information program.
- i. Act as DoD coordinator in the area of command, control, and communications.
- j. Effect over-all coordination as necessary with all agencies participating in the NCS.
- k. Review progress in the accomplishment of NCS responsibilities and recommend to the Executive Agent for the NCS, as appropriate, measures for improving the NCS and for securing efficiency, effectiveness, and economy.
  - 1. Provide for the receipt and processing of requests from any agency having requirements for service from the NCS to include determining feasibility, developing alternative methods of implementation, and recommend appropriate priorities.
- m. Recommend NCS-related tasks to be assigned to the Manager, NCS, or to other governmental agencies, as appropriate.
- n. Represent the Secretary of Defense in providing for continuity of Government, military participation in civil and domestic emergencies, and related emergency planning.

- o. Provide administrative support for the Office of the Secretary of Defense, the Organization of the Joint Chiefs of Staff and other organizations as assigned. Administrative support includes, but is not limited to, budget, programming, accounting, payroll, travel, and fiscal services; contract negotiation and administration; personnel and physical security services; office space acquisition and management; transportation; supply support, reproduction services; graphics, and miscellaneous office services; mail, file and messenger services; correspondence control and other administrative support activities.
- p. Provide policy guidance to, coordinate, and supervise DoD-wide administrative facilities and services common to all Defense activities at the Seat of Government, including office space acquisition and utilization, transportation, parking, hours of duty, commercial concessions, building maintenance and management, communications and supply.
- q. Provide policy guidance to, establish standards for, coordinate, and evaluate the operation of administrative facilities and services in support of DoD components, to include, as necessary, the military departments.
- r. Prepare and maintain historical records and reports for the Office of the Secretary of Defense.
- s. Coordinate the historical activities of the DoD.
- t. Provide staff assistance to the Secretary of Defense in the administrative review and processing of correspondence, DoD Directives, Instructions, and Transmittals.
- u. Process requests to the Secretary of Defense for Special Air Mission transportation other than for Congressional travel.
- v. Provide records administration for the Office of the Secretary of Defense.
- w. Provide liaison for the Office of the Secretary of Defense with other governmental agencies in connection with responsibilities and functions assigned to the Assistant Secretary of Defense (Administration).
- x. Perform such other functions as the Secretary of Defense assigns.

2. Directives amplifying and implementing Assistant Secretary of Defense (Administration) basic directive.

DoD DIRECTIVE 5400.5, 3 Dec 65

Responsibility

The Assistant Secretary (Administration) will establish the joint requirements, arrange for the production and bulk distribution and, within available OSD funds, defray the expenses of Armed Forces Day posters, leaflets and other basic materials for dissemination by the Office of the Secretary of Defense to the . . . Unified and Specified Commands for use in their respective Armed Forces Day Activities.

Authority to Communicate

Authority implicit in column 1. (Under RESPONSIBILITIES and AUTHORITIES, par C.)

3. Additional directives or instructions authorizing coordination, monitoring, reporting requirements, maintenance of liaison, etc., in areas falling within the purview of ASD (A).

Nature of Authority

29 Apr 66 DoD DIRECTIVE 5210.50  
"Investigation of and Disciplinary Action Connected With Unauthorized Disclosure of Classified Defense Information"

ASD (A) may require DoD components to conduct investigation and may "monitor" progress and results. He may receive any information or assistance needed in conducting authorized investigations from "Commanders of Unified and Specified Commands."

C. Assistant Secretary of Defense (Comptroller)

1. Basic directive setting forth the responsibilities, functions, and appropriate relationships and authorities.

DoD DIRECTIVE 5118.3, 24 January 1966

Responsibilities

The responsibilities of the ASD (Comp) are: To advise and assist the Secretary of Defense in the performance of the Secretary's programming, budgetary, and fiscal functions, and organizational and administrative matters pertaining to these functions; to provide for the design and installation of resource management systems throughout DoD; to collect, analyze, and report resource management information for the Secretary of Defense and as required for the Bureau of the Budget, the Congress, the General Accounting Office and other agencies outside the DoD.

Functions:

Establish policies and procedures and supervise the implementation thereof with respect to:

- a. Expenditure and collection of funds administered by the DOD and related fiscal accounting systems.
- b. International financial matters such as utilization of currencies and balance of payments.
- c. Price for transactions involving the exchange of goods and services between components of the DoD and prices for sales by any component of the DoD.
- d. Uniform terminologies, classifications and procedures relating to programming, budgeting, funding, accounting, reporting, auditing, and resource management.
- e. Contract audit and internal audit.
- f. Perform operating internal audit functions including, but not limited to, the following:
  - 1) Perform internal audits and provide audit service to the Office of the Secretary of Defense, the Organization of the Joint Chiefs of Staff, and other DoD components, as assigned.
  - 2) Develop, plan, perform, and/or direct performance of DoD-wide audits of the Military Assistance Program and of other selected areas and functions.

Authority to Communicate

The Assistant Secretary has the broad authority to coordinate actions, as appropriate, with . . . "DoD components having collateral or related functions in the field of his assigned responsibility"; and to maintain active liaison for the exchange of information and advice with . . . "DoD components." (Under RELATIONSHIPS, par A, subpars 1 and 2.)

The channel of communication with Unified and Specified Commands on matters relating to audit shall be directly between those Commands and the Secretary of Defense. The ASD (Comp) is assigned staff responsibility as to such matters, and he is authorized to communicate directly as to them with Commanders of Unified and Specified Commands. All directives and communications of the ASD (Comp) to such Commands which pertain to audit shall be coordinated with the JCS. (Under RELATIONSHIPS, par C.)

3) Plan, perform, and/or direct performance of special audits or audit surveys of selected areas within the DoD as requested or as deemed appropriate.

g. Process General Accounting Office or other external audit reports, including the initiation of actions for review and evaluation; the coordination of views on all such reports; and the necessary steps to assure appropriate corrective actions with respect to problems identified.

h. Provide and administer services in support of the Office of the Secretary of Defense, including:

1) An Automatic Data Processing capability including major programming services.

2) A Central Data Service to accumulate data, provide reports and related analyses and evaluations.

2. Directives amplifying and implementing Assistant Secretary of Defense (Comptroller) basic directive.

DoD DIRECTIVE 7600.3, 20 Aug 65, as amended by Ch 3, 19 Dec 66

Responsibility

Internal audit of the headquarters of unified and specified commands (including headquarters of subordinate unified commands) will be the responsibility of the ASD (Comp).

Authority to Communicate

In carrying out this responsibility, the ASD (Comp) may obtain assistance from the audit organizations of the DoD components . . . . (Under par 3, Unified and Specified Commands.)

3. Additional directives or instructions authorizing coordination, monitoring, reporting requirements, maintenance of liaison, etc., in areas falling within the purview of ASD (Comp).

Nature of Authority

7 Dec 64 DOD DIRECTIVE 5000.11  
"Data Elements and Data Codes Standardization Program"

ASD (Comp) may receive comments from and require review by DoD components, and require consultation and liaison.

18 Aug 65 DoD DIRECTIVE 7250.12  
"Appropriation, 'Contingencies, Defense.'"

ASD (Comp) may receive audit reports from DoD components.



19 Aug 65 DoD DIRECTIVE 7600.2  
"Department of Defense Audit  
Policies"

ASD (Comp) may monitor and coordinate audit activities of the DoD components, appraising, reviewing and "taking such actions necessary to assure adequate implementation by the DoD components."

31 Aug 65 DoD DIRECTIVE 7045.1, Ch 2  
"DoD Programming System"

ASD (Comp) may receive reports and reclaims from DoD components.

D. Assistant Secretary of Defense (Installations and Logistics)

1. Basic directive setting forth the responsibilities, functions, and appropriate relationships and authorities.

DoD DIRECTIVE 5126.22, 30 January 1961

Responsibilities

Authority to Communicate

The ASD (I & L) is the principal staff assistant to the Secretary of Defense in the following functional fields:

- a. Materiel requirements.
- b. Production planning and scheduling.
- c. Acquisition, inventory management, storage, maintenance, distribution, movement and disposal of materiel, supplies, tools and equipment.
- d. Small business matters.
- e. Transportation, telecommunications, petroleum and other logistical services.
- f. Supply cataloging, standardization and quality control.
- g. Commercial and industrial activities and facilities including fixed industrial equipment.
- h. Military construction including Reserve Forces Facilities.
- i. Family housing.
- j. Real estate and real property including general purpose space.
- k. Vulnerability of resources to attack damage.

Functions

Under the direction, authority and control of the Secretary of Defense, the ASD (I & L) shall perform the following functions in his assigned fields of responsibility:

- a. Recommend policies and guidance governing Department of Defense planning and program development.
- b. Develop systems and standards for the administration and management of approved plans and programs.
- c. Review programs of the military departments for carrying out approved policies.
- d. Evaluate the administration and management of approved policies and programs.

The ASD (I & L) has the authority to obtain such reports and information and assistance from . . . "other Department of Defense agencies" as may be necessary to the performance of his assigned functions. (Under AUTHORITY, par A, subpar 2.)

He has the broad authority: to coordinate actions, as appropriate, with . . . "other Department of Defense agencies having collateral or related functions in the field of his assigned responsibility"; and to maintain active liaison for the exchange of information

e. Recommend appropriate steps (including the transfer, re-assignment, abolition and consolidation of functions) which will provide in the Department of Defense for more effective, efficient and economical administration and operation, will eliminate unnecessary duplication, or will contribute to improve military preparedness.

and advice with . . . "other Department of Defense agencies." (Under RELATIONSHIPS, par A, subpars 1 and 2.)

f. Such other functions as the Secretary of Defense assigns.

2. Directives amplifying and implementing ASD (I & L) basic directive.

NONE

3. Additional directives or instructions authorizing coordination, monitoring, reporting requirements, maintenance of liaison, etc., in areas falling within the purview of ASD (I & L).

Nature of Authority

11 Mar 59 DoD DIRECTIVE 4105.30  
"Armed Services Procurement Regulation"

ASD (I & L) may effect coordination with "DoD agencies."

12 Sep 63 DoD DIRECTIVE 4220.6  
"Control of Petroleum During an Emergency"

ASD (I & L) is responsible for establishing policies and providing guidance relating to DoD POL logistics programs, systems, and procedures, and for ensuring their effective implementation.

15 Feb 67 DoD DIRECTIVE 5010.6  
"Department of Defense Cost Reduction Program"

ASD (I & L) may "assure effective implementation" throughout DoD, issue guidance and procedures and "monitor" Cost Reduction Program for MAP.

E. Assistant Secretary of Defense (International Security Affairs)

1. Basic directive setting forth the responsibilities, functions, and appropriate relationships and authorities.

DoD DIRECTIVE 5132.2, 20 May 1961

Responsibilities

The ASD (ISA) is the principal staff assistant to the Secretary of Defense in the functional field of international security as set forth herein.

Functions

Under the direction, authority and control of the Secretary of Defense, the ASD (ISA) shall perform the following functions in his assigned field of responsibility:

- a. Monitor Department of Defense participation in National Security Council affairs, including development, coordination and recommendation of the positions of and the provision of staff support for the Defense member on the Council.
- b. Assist the Secretary of Defense, the several components of the Department of Defense, and other agencies of the government in establishing defense policies by:
  - 1) Determining through continuous study of the world situation the current and emerging international problems of major significance to the security of the United States, and analyzing the range of possible political-military actions for dealing with the long-term aspects of such problems;
  - 2) Identifying the national security objectives of the United States and developing the international political-military and foreign economic implications of currently approved, new or alternative programs of force structures, weapons systems and other military capabilities designed to attain these objectives; and
  - 3) Presenting this information in such form as will help identify basic international security issues, alternative policies and appropriate criteria of choice.
- c. Initiate appropriate actions and measures within the Department of Defense implementing approved National Security Council policies.

Authority to Communicate

Obtain such reports and information . . . and assistance from . . . "other Department of Defense agencies" as may be necessary to the performance of his assigned functions. (Under AUTHORITY, par A, subpar 3.)

The Assistant Secretary has the broad authority to coordinate actions, as appropriate, with . . . "other Department of Defense agencies having collateral or related functions in the field of his assigned responsibility"; and to maintain active liaison for the exchange of information and advice with . . . "other Department of Defense agencies." (Under RELATIONSHIP, par A, subpars 1 and 2.)

- d. Develop and coordinate Defense positions, policies, plans and procedures in the fields of international political-military and foreign economic affairs, including arms control and disarmament, of interest to the Department of Defense and with respect to negotiating and monitoring of agreements with foreign governments and international organizations on military facilities, operating rights, status of forces and other international political-military matters.
- e. Provide policy guidance, as appropriate, to components of the Department of Defense, DoD representatives on United States Missions and to international organizations and conferences.
- f. Develop, coordinate and establish Department of Defense positions, plans and procedures pertaining to the Military Assistance Program, and supervise, administer and direct the Military Assistance Program, and other activities of interest to the Department of Defense under the Mutual Security Program.
- g. Plan, organize and monitor the activities of Military Assistance Advisory Groups, including joint United States military advisory groups and training missions insofar as they concern military assistance functions, using channels prescribed.
- h. Evaluate the administration and management of approved policies and programs.
- i. Such other functions as the Secretary of Defense assigns.

The channel of communication with unified and specified commands on matters relating to the Military Assistance Program shall be directly between those commands and the Secretary of Defense. The Assistant Secretary of Defense (ISA) is assigned staff responsibility as to such matters, and he is authorized to communicate directly as to them with commanders of unified and specified commands. All directives and communications of the Assistant Secretary to such commands, the military departments or the Military Assistance Advisory Groups, which pertain to military assistance affairs and have strategic or military operational implications, shall be coordinated with the JCS. Conversely, all JCS directives and communications to the unified and specified commands, the military departments or the Military Assistance Advisory Groups, which pertain to military assistance affairs, shall be coordinated with the Assistant Secretary of Defense (ISA). (Under RELATIONSHIP, par B.)

2. Directives amplifying and implementing ASD (ISA) basic directive.

DoD DIRECTIVE 5132.3, 8 Jul 63

Functions

The ASD (ISA) shall act for the Secretary of Defense in military assistance matters and be responsible for all military assistance activities of the DoD.

Authority to Communicate

With respect to military assistance within their respective areas of responsibility, the Commanders of Unified Commands shall: supervise and direct the development, execution and updating of recommended plans and programs in accordance with the Military Assistance Manual and other pertinent instructions provided by the ASD (ISA); and under the direction of the ASD (ISA), present and justify military assistance plans and programs for their areas of responsibility at all review levels, including, if required, justification before the Congress. (Under IV, par A.)

The channel of communication with Unified Commands on matters relating to military assistance shall be directly between those Commands and the Secretary of Defense. The ASD (ISA) is assigned staff responsibility as to such matters, and he is authorized to communicate directly as to them with Commanders of Unified Commands. All ASD (ISA) directives and communications to such Commands, . . . which pertain to military assistance affairs and have strategic or military operational implications, shall be coordinated with the JCS. Conversely, all JCS directives and communications to the Unified and Specified Commands, . . . which pertain to military assistance affairs, shall be coordinated with the ASD (ISA). (Under RELATIONSHIPS, par A.)

3. Additional directives or instructions authorizing coordination, monitoring, reporting requirements, maintenance of liaison, etc., in areas falling within the purview of ASD (ISA).

Nature of Authority

14 Feb 64	DoD INSTRUCTION 2000.8 "Cooperative Logistic Support Arrangements"	ASD (ISA) will keep the Unified Commands "fully informed" of procedural arrangements relating to cooperative logistic support activities.
29 Dec 64	DoD DIRECTIVE 5100.27 "Delineation of International Logistic Responsibilities"	ASD (ISA) will provide "policy guidance" to DoD components with respect to the international political-military and foreign economic aspects of international logistics.
15 Feb 67	DoD DIRECTIVE 5010.6 "Department of Defense Cost Reduction Program"	ASD (ISA) will develop and issue uniform DoD procedures to assist DoD components.
15 Mar 67	DoD DIRECTIVE 2140.2 "Recovery of Nonrecurring Costs Applicable to Foreign Sales"	After obtaining ASD (ISA) approval, DoD components contemplating the foreign sale of major defense equipment will attempt to negotiate revisions of existing contracts to achieve nonrecurring cost recovery; ASD (ISA) shall "monitor" the implementation of this Directive and exercise management control over the program.

F. Assistant Secretary of Defense (Manpower)

1. Basic directive setting forth the responsibilities, functions, and appropriate relationships and authorities.

DoD DIRECTIVE 5120.27, 7 June 1963, as amended by Ch 8, 26 Nov 65.

Responsibilities

The ASD (M) is the principal staff assistant to the Secretary of Defense in the following functional fields:

- a. Manpower, personnel and reserve affairs, including health and medical matters.
- b. Armed Forces Information and Education.
- c. Armed Forces Radio and Television (AFRT)

- d. Health and sanitation.
- e. Medical care and treatment of patients.
- f. Hospitals and related health and medical facilities.
- g. Industrial relations.
- h. Federal voting assistance.
- i. Per diem, travel and transportation allowances.

Functions

Under the direction, authority and control of the Secretary of Defense, the ASD (M) shall perform the following functions in his assigned fields of responsibility:

- a. Recommend policies and guidance governing Department of Defense planning and program development.

Authority to Communicate

The ASD (M) has the broad authority to coordinate with "other Department of Defense agencies" in the field of his assigned responsibilities; and to maintain "active liaison for the exchange of information and advice with . . . other Department of Defense agencies." (Under RELATIONSHIPS, par A, subpars 1 and 2.)

Communicate directly with commanders of unified and specified commands, keeping the Joint Chiefs of Staff informed, on those information and education materials pertaining to their geographical areas which would benefit by their opinions as to theme or priority, and for the purpose of conveying Secretary of Defense guidance to the stations of the Armed Forces Radio and Television Service. (Under AUTHORITY, par A, subpar 3.)

Determine and assign, in coordination with the Joint Chiefs of Staff, the Armed Forces Radio and Television responsibilities of the Commanders of Unified and Specified Commands. (Under AUTHORITY, par A, subpar 5.)

The ASD (M) in the course of exercising full staff functions is authorized to obtain such reports and information . . . and assistance from . . . other Department of Defense agencies as may be necessary to the performance of his assigned functions. (Under AUTHORITY, par A, subpar 2.)



- b. Develop systems and standards for the administration and management of approved plans and programs.
- c. Review programs of the Military Departments and Defense Agencies for carrying out approved policies.
- d. Evaluate the administration and management of approved policies and programs.
- e. Recommend appropriate steps (including the transfer, reassignment, abolition and consolidation of functions) which will provide in the Department of Defense for more effective, efficient and economical administration and operation, will eliminate unnecessary duplication, or will contribute to improved military preparedness.
- f. Promote close cooperation and mutual understanding between the Department of Defense and the civil health and medical professions.
- g. Procure and provide radio and television program materials on a continuing basis for Armed Forces Radio and Television networks and outlets.
- h. Provide specific policy and guidance for the operation and support of Armed Forces Radio and Television networks and outlets.
- i. Such other functions as the Secretary of Defense assigns.

Paragraph two above is applicable.

Paragraph three above is applicable.

2. Directives amplifying and implementing ASD (M) basic directive.

DoD DIRECTIVE 1342.6, 15 Aug 66

Responsibilities and Functions

Under the direction of the Secretary of Defense, ASD (M) is responsible for establishing the policies for the organization, operation, administration and logistic support of the Overseas Dependents Schools System of the Department of Defense.

Authority to Communicate

The ASD (M) is specifically authorized to communicate directly with commanders of unified and specified commands in order to keep them informed on matters affecting dependent schools in their command areas with information copies to the JCS. (Under AUTHORITY, par A, subpar 2.)

3. Additional directives or instructions authorizing coordination, monitoring, reporting requirements, maintenance of liaison, etc., in areas falling within the purview of ASD (M).

Nature of Authority

23 Jan 63	DoD DIRECTIVE 1115.4 "Occupational Deferment of DoD Direct Hire and Con- tractor Employees"	ASD (M) may receive direct submissions from "DoD Components."
25 Sep 63	DoD DIRECTIVE 1000.4 "Absentee Voting"	ASD (M) "authorized and empowered," subject to direction of SecDef, to issue to all DoD compon- ents directions and instructions, and exercise supervision and control as necessary to implement basic policy.
5 Nov 63	DoD INSTRUCTION 1000.5 "Absentee Voting"	DoD Components advise ASD (M) of requirements; ASD (M) will "insure" that DoD components take action.

G. Assistant Secretary of Defense (Public Affairs)

1. Basic directive setting forth the responsibilities, functions, and appropriate relationships and authorities.

DoD DIRECTIVE 5122.5, 10 July 1961.

Responsibilities

The ASD (PA) is the principal staff assistant to the Secretary of Defense for public information and community relations. He is responsible within the DoD for an integrated DoD public affairs program which will:

- a. Provide the American people with maximum information about the DoD consistent with national security.
- b. Initiate and support activities contributing to good relations between the Department of Defense and all segments of the public at home and abroad. These activities will be carried out in overseas areas in collaboration with the Department of State and the United States Information Agency.
- c. Plan for DoD censorship activities during a declared National Emergency.

Functions

Under the direction, authority and control of the Secretary of Defense, the ASD (PA) shall perform the following functions in his assigned fields of responsibility:

- a. Provide policy guidance to the DoD on public affairs matters and approve public affairs aspects of actions which have national or international significance in the fields of public information and community relations.
- b. Develop public affairs plans, policies and programs in support of DoD activities, and approve public affairs actions which have significance to DoD plans, policies and programs.

Authority to Communicate

ASD (PA) has the broad authority to coordinate actions as appropriate with the Secretaries of the Military Departments, the JCS, and "other agencies of the Department" to insure responsive fulfillment of his responsibilities. (Under RELATIONSHIPS, par E.)

The ASD (PA) has the authority to provide policy guidance, through channels established by statute, to the commands and other organizational entities established by the Secretary of Defense for all public affairs activities, including the release of official information for publication through any form of information media, and the conduct of any informational programs directed in whole or in part to the general public. (Under AUTHORITY, par A, sub-par 2.)

He has the authority to: obtain such reports and information . . . and assistance from the military departments and other DoD agencies as may be necessary to the performance of his assigned functions; assure the implementation of all public affairs policies and procedures of the DoD, and the integration of all DoD Public Affairs plans, programs,

and related activities; approve military participation in public exhibitions, demonstrations, and ceremonies of national or international significance; and make use, as he deems necessary for carrying out his assigned responsibilities and functions, of established facilities in the Office of the Secretary of Defense, military departments and other DoD agencies. (Under AUTHORITY, par A, subpars 3, 5, 7, and 8.)

Commanders of the unified and specified commands established by the Secretary of Defense shall cooperate with the ASD (PA) to insure that public affairs activities throughout all echelons of their commands properly reflect efficient and economical administration of public affairs activities as directed by the Secretary of Defense. The channel of communication for direction and guidance in public affairs matters shall be directly between those commands and the Secretary of Defense. As to such matters, the ASD (PA) is authorized to communicate directly with commanders of unified and specified commands, coordinating on operational matters with the Joint Chiefs of Staff and, as appropriate, with the military departments. (Under RELATIONSHIPS, par B.)

Further, all major components of the DoD shall: secure the advice of the Assistant Secretary "through established command channels" before taking actions which have significant public affairs implications; and shall provide pertinent information to the ASD to enable concurrent planning to the end that maximum information within the limits of national security can be made available to the public. (Under RELATIONSHIPS, pars C and D.)

- c. Provide for security review under the provisions of Executive Order 10501 of all material for public release and publication originated by the DoD, including testimony before Congressional Committees, or by its contractors, departmental personnel as individuals, and material submitted by sources outside the Department for such review.

- d. Provide for review of official speeches, press releases, photographs, films, and other information originated within the DoD for public release, or similar material submitted for review by other Executive agencies of the Government. This review will be for conflict with established policies or programs of the DoD or of the national Government.
  - e. Provide news analysis and clipping service to the Secretary of Defense, Office of the Secretary of Defense, Joint Chiefs of Staff, and Military Departments, as required.
  - f. Supervise the Department of Defense Information Declassification Program.
  - g. Evaluate and approve requests for DoD cooperation in programs involving relations with the public.
  - h. Administer a DoD program for the accreditation of news media representatives to the Department, and prescribe attendant policies and procedures.
  - i. Provide for approval of travel in military carriers of news media representatives, and of other non-Defense personnel, for public affairs purposes.
  - j. Provide the sole representation of the DoD with regard to formulation or implementation of Government-wide plans, policies, and programs concerning public affairs.
  - k. Coordinate public affairs in the DoD with those of other departments and agencies of the Government.
  - l. Provide for the receipt and evaluation of requests for speakers received by the DoD and, when required, assist in scheduling, programming, and drafting speeches for the participation of qualified personnel.
  - m. Such other functions as the Secretary of Defense assigns.
2. Directives amplifying and implementing ASD (PA) basic directive.

DoD DIRECTIVE 5400.5, 3 Dec 65

Responsibility

The ASD (PA) is responsible for coordinating Armed Forces Day programs at the national level.

Authority to Communicate

. . . The Commanders of Unified and Specified Commands overseas will prepare brief narrative reports to the National Armed Forces Day Coordinator, OASD (PA) for his use in planning and coordinating the national effort. The report, due June 30 each year, . . . will be a consolidated summary representative of the reporting . . . Unified

Command Armed Forces Day Activity, rather than a collection of local project officer reports. (Under REPORTS, par A.)

DoD DIRECTIVE 5100.46, 15 Oct 64, as amended by Ch 1, 24 Feb 67.

Responsibility

The ASD (PA) shall be responsible for developing, coordinating, and transmitting to the JCS and commanders of unified and specified commands . . . policy guidance for public affairs activities in connection with foreign disaster relief.

Authority to Communicate

Authority is implicit in column 1. (Under RESPONSIBILITIES, par B.)

3. Additional directives or instructions authorizing coordination, monitoring, reporting requirements, maintenance of liaison, etc., in areas falling within the purview of ASD (PA).

Nature of Authority

13 Dec 63 DoD DIRECTIVE 5122.8  
"Use of Military Carriers  
for Public Affairs Purposes"

ASD (PA) shall "delegate to . . . Commanders of Unified and Specified Commands those authorities for public affairs travel and transportation which will not adversely affect his responsibilities . . . ."

13 Dec 63 DoD INSTRUCTION 5435.2  
"Delegation of Authority to  
Approve Travel in and Use of  
Military Carriers for Public  
Affairs Purposes"

ASD (PA) will receive from Unified or Specified Commands: notification when requests for travel or transportation for nonlocal public affairs purposes are disapproved; orders covering transportation for public affairs purposes; monthly reports on nonlocal travel and transportation for public affairs purposes; and copies of the implementing regulation for this Instruction

18 Aug 65 DoD DIRECTIVE 5030.33  
"Interagency Exhibits Programs"

ASD (PA) will "work closely" with other DoD Components (specifically defined to include the Unified and Specified Commands) having "a functional interest or responsibility" in matters covered by this directive and will "refer all requests for support not previously programmed to the appropriate DoD Component for determination." All DoD Components will coordinate public affairs aspects of their participation and support of interagency exhibit programs with ASD (PA)

25 Jul 66 DoD INSTRUCTION 5230.16  
"Nuclear Accident and Incident  
Public Affairs Plan"

ASD (PA) will review and approve contingency announcements and methods of release of nuclear accident information prepared by "commands with responsibilities in areas outside the United States or its territories" in consultation with the Chief of the US Diplomatic Mission in the country concerned.

3 Nov 66 DoD INSTRUCTION 5410.15  
"Delineation of DoD Audio-  
Visual Public Affairs  
Responsibilities and Policies"

ASD (PA) is "responsible for approval for public release of DoD generated audio-visual material . . . ." In execution of this responsibility, ASD (PA) will coordinate dates and times for the national release of all DoD audio-visual material and will approve the initiation of DoD in-Service audio-visual productions intended for public release prior to commitment of funds for such productions. ASD (PA) will coordinate and concur in all requests to DoD Components for DoD assistance from non-Government agencies.

24 Dec 66 DoD DIRECTIVE 5230.9  
"Clearance of Department  
of Defense Public Information"

ASD (PA) will review and clear prior to release "information in any form concerning plans, policies, programs, or operations of the DoD /including the Unified and Specified Commands/ or the national Government proposed for publication or release to the public through any media of public information . . . ."

H. Assistant Secretary of Defense (Systems Analysis)

1. Basic directive setting forth the responsibilities, functions, and appropriate relationships and authorities.

DoD DIRECTIVE 5141.1, 17 September 1965.

Responsibilities

The responsibilities of the ASD (SA) are:

- a. To review, for the Secretary of Defense, quantitative requirements including forces, weapon systems, equipment, personnel, and nuclear weapons.
- b. To assist the Secretary in the initiation, monitoring, guiding, and reviewing of requirements studies and cost-effectiveness studies.
- c. To encourage the use of the best analytical methods throughout the Department of Defense.
- d. To conduct or participate in special studies as directed by the Secretary of Defense.

Functions:

Under the direction, authority and control of the Secretary of Defense, the ASD (SA) shall perform the following functions:

- a. Develop measures of cost and effectiveness in order to make quickly and accurately analyses of a variety of alternative programs of force structure, weapons systems, and other military capabilities projected over a period of several years.
- b. Assemble, consolidate, summarize, and present data in various forms so as to show the total implications of alternative programs in terms of relative costs, feasibility and effectiveness and the problems of choice involved.
- c. Analyze and review quantitative requirements in the following functional fields:
  - 1) Force Structures.
  - 2) Total Manpower.
  - 3) Weapons Systems and Major End Items of Materiel; e.g., bombs, torpedos, ships, vehicles, ammunition.
  - 4) Nuclear Weapons.
  - 5) Transportation, including mobility and deployment.
  - 6) Information and communication systems closely related with the above requirements.

Authority to Communicate

The Assistant Secretary has the broad authority to coordinate actions, as appropriate, with . . . "DoD components having collateral or related functions in the field of his assigned responsibility"; and to maintain active liaison for the exchange of information and advice with . . . "DoD Components." (Under RELATIONSHIPS, par A, subpars 1 and 2.)

The ASD (SA) in the course of exercising full staff functions, is hereby delegated authority to: obtain such information, advice, and assistance from DoD components as he deems necessary. (Under AUTHORITY, par A, subpars 2 and 3.)



- d. Analyze and review quantitative military requirements of allied and other foreign countries.
- e. Assist the Secretary of Defense in initiating, monitoring, guiding, reviewing and summarizing requirements studies.
- f. Participate in review of Consolidated Programs for command, control, communication, and intelligence functional activities.
- g. Develop planning guidance and effectiveness criteria to be used in the determination and compilation of requirements by DoD components for materiel, weapons, transportation and information and communications systems for command and control and intelligence.
- h. Review overall force guidance and associated plans.
- i. Analyze impact upon civilian economy of DoD utilization of resources in above functional areas.
- j. Provide special support to the Secretary of Defense for DoD participation in those non-defense governmental programs assigned by the Secretary of Defense and in which DoD has strong interest, to include e.g., the Supersonic Transport Program, maritime subsidies, oil imports, and like programs but to exclude such programs as Civil Works which are assigned by Congress to specific DoD components.
- k. Perform such other functions as the Secretary of Defense may assign.

I. General Counsel of the Department of Defense

1. Basic directive setting forth the responsibilities, functions, and appropriate relationships and authorities.

DoD DIRECTIVE 5145.1, 7 January 1959, as amended by Ch of 11 Apr 66.

Responsibilities

The General Counsel shall serve as the chief legal officer of the DoD. He shall be responsible for all legal services to be performed within and involving the DoD and shall perform such other duties as the Secretary of Defense assigns.

Authority to Communicate

None stated.

2. Directives amplifying and implementing General Counsel of the Department of Defense basic directive.

DoD DIRECTIVE 5145.3, 19 Oct 62

Functions

The General Counsel is designated as the representative of the Secretary of Defense to exercise surveillance over the personnel security programs of the DoD. He shall assure himself of effective implementation within the OSD . . . and all other components of the DoD of established policies, shall take such steps as may be necessary to secure compliance therewith . . . .

Authority to Communicate

The General Counsel is authorized to conduct surveys and require reports and obtain such other information as he may deem necessary. (Under SECTION III, par C.)

J. Assistant to the Secretary of Defense (Atomic Energy)

1. Basic directive setting forth the responsibilities, functions, and appropriate relationships and authorities.

DoD DIRECTIVE 5148.2, 7 January 1959

Responsibilities:

The Assistant to the Secretary of Defense (Atomic Energy) is the principal staff assistant to the Secretary of Defense on atomic energy matters.

Functions:

Under the direction, authority and control of the Secretary of Defense, the Assistant Secretary of Defense (Atomic Energy) shall perform the following functions in his assigned field of responsibility:

- a. Recommend policies and guidance governing Department of Defense planning and program development.
- b. Develop systems and criteria for the execution of approved plans and policies.
- c. Review programs of the military departments for carrying out approved policies.
- d. Evaluate the administration and management of approved policies and programs.
- e. Advise and assist other officials of the Department of Defense on atomic energy aspects of Department of Defense policies, plans and programs.
- f. Develop policies and procedures for the transmission of information to the Joint Committee on Atomic Energy, as required by the Atomic Energy Act of 1954, as amended, and coordinate such information, where appropriate, with other officials and agencies of the Chairman of the Atomic Energy Commission.
- g. Such other functions as the Secretary of Defense assigns.

Authority to Communicate

The Assistant to the Secretary of Defense has the broad authority to coordinate actions, as appropriate, with . . . "other Department of Defense agencies having collateral or related functions in the field of his assigned responsibility"; and to maintain active liaison for the exchange of information and advice with . . . "other Department of Defense agencies." (Under RELATIONSHIPS, par A, subpars 1 and 2.) He also has the authority to obtain such reports and information . . . and assistance from . . . "other Department of Defense agencies" as may be necessary to the performance of his assigned functions. (Under AUTHORITY, par A, subpar 2.)

1. Basic directive setting forth the responsibilities, functions, and appropriate relationships and authorities.

DoD DIRECTIVE 5148.5, 13 November 1961

Responsibilities

The Assistant to the Secretary of Defense (Legislative Affairs) is the principal staff assistant to the Secretary of Defense for Department of Defense relations with the Congress.

Functions

Under the direction, authority and control of the Secretary of Defense, the Assistant to the Secretary of Defense (Legislative Affairs) shall perform the following functions:

- a. Advise and assist the Secretary of Defense and other officials of the Department of Defense on Congressional aspects of Department of Defense policies, plans, and programs.
- b. Coordinate Department of Defense actions relating to Congressional consideration of the legislative program of the Department of Defense.
- c. Coordinate the development, clearance, and furnishing of information in response to requests received in the Office of the Secretary of Defense from Members of Congress and the Committees of Congress and their staffs.
- d. Arrange for the designation and appearance of witnesses from the Office of the Secretary of Defense and the Military Departments, as appropriate, at Congressional hearings on Defense matters.
- e. Maintain direct liaison with the Congress, the Executive Office of the President, and other Government agencies with regard to legislative investigations and other pertinent matters affecting the relations of the Department of Defense with the Congress.
- f. Coordinate arrangements for DoD-supported travel for members of the Congress and Congressional staffs.
- g. Provide for Department of Defense processing of personal security clearances of members of Congressional staffs.

Authority to Communicate

The Assistant to the Secretary of Defense (Legislative Affairs) has the authority to obtain such reports, information and assistance from . . . "other Department of Defense offices and agencies" as may be necessary for the performance of his assigned functions. (Under AUTHORITY, par B.)

He has the broad authority to maintain active liaison, as appropriate, with . . . "other Department of Defense offices and agencies." (Under RELATIONSHIPS.)