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Report on the REORGANIZATION of the DEPARTMENT OF THE ARMY

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INTRODUCTION

The purpose of this report is to present proposed changes in the organization of the Department of the Army. The report is concerned primarily with organizations in the continental United States, to include the Headquarters at the seat of government level, and those elements which have the mission of providing and supporting combat-ready forces assigned to the unified commands. The functional areas affected by the proposed reorganization include those of combat developments, research and development, logistics, personnel management, and training.

The recommended reorganization of the Army contained herein stems primarily from the results of a comprehensive study of the functions, organization, and procedures of the Department of the Army, conducted during the period April - October 1961 by a group of Army military and civilian personnel under the direction of Mr. Leonard W. Hoelscher, Deputy Comptroller of the Army. Although numerous studies of specific functional and organization areas have been completed during the past several years, the recent study was the first comprehensive undertaking of this nature since 1953.

At the beginning of the present Administration, it was recognized by the Secretary of Defense and the Secretary of the Army that significant changes had occurred in the Defense environment in the last several years. Therefore, they determined that a study should be undertaken of the functions, organization, and procedures of the Department of the Army in the light of current and projected trends. Accordingly, in February, 1961, the Secretary of Defense directed that such a study be conducted. The guidelines for this study specified that the scope would include, but not be limited to the Headquarters, Department of the Army,

U.S. Continental Army Command, and the technical services. Further, the basic provisions of the National Security Act of 1947, as amended, would continue to apply.

Subsequent to completion of the study in early October, 1961, modifications of the study group's proposed organizational changes were effected as a result of further examination made by the Army Staff, the Army Secretariat, and the Office of the Secretary of Defense. This report reflects the resultant views of the Secretary of the Army and the Chief of Staff on the subject of Army administrative reorganization.

This report is divided into four sections. Section I contains a description of the current organization and management structure of the Department of the Army. Section II establishes a need for change in the present structure. Section III describes an organizational pattern that is considered best suited to provide the Army with an optimum attainable command and management posture. Section IV outlines a plan for effecting transition to the proposed organization.

This summary report emphasizes areas for improvement in Department of the Army organization and management. While recognizing that there are important areas for improvement, it is also necessary to realize that the Department of the Army has demonstrated an inherent organizational capability to plan, direct, and control the administrative and operational activities of the Army in a commendable manner. The deficiencies which exist are natural consequences of the explosion in technology, new management concepts, and the unprecedented size, deployment, and missions of the peacetime military establishment. In the light of the ever-changing Defense environment, progress in the form of organizational and management changes is inevitable - as an evolutionary process that maintains the current combat readiness of the Army at the highest standards while anticipating the long-range requirements of the future.

SECTION I

PRESENT ORGANIZATION

Purpose

This section describes in broad terms the current organization of the Department of the Army and summarizes the statutes or authority under which it operates.

General

The Department of the Army is one of the three military departments within the Department of Defense. Operating under the direction, authority, and control of the Secretary of Defense, the Department of the Army is responsible for the accomplishment of missions which are assigned either by statute, executive order, or by the Secretary of Defense.

The statutory statement of the Army's mission includes the following pertinent extract: "In general, the Army, within the Department of the Army, includes land combat and service forces and such aviation and water transport as may be organic therein. It shall be organized, trained, and equipped primarily for prompt and sustained combat incident to operations on land. It is responsible for the preparation of land forces necessary for the effective prosecution of war except as otherwise assigned and, in accordance with integrated joint mobilization plans, for the expansion of the peacetime components of the Army to meet the needs of war." (10 U.S.C. Sect. 3062 (b)).

The present organizational pattern of the Department of Defense stems from the 1958 amendments to the National Security Act of 1947 and subsequent implementing action taken within the Department of Defense. In accord with this pattern the major operating components of the Department of Defense are the unified and specified combatant commands and the

three military departments. A number of separate Department of Defense agencies are also assigned operating functions.

The basic relationship between the unified and specified commands and the military departments is established by statute: "With the advice and assistance of the Joint Chiefs of Staff, the President, through the Secretary of Defense, shall establish unified or specified combatant commands for the performance of military missions, and shall determine the force structure of such combatant commands to be composed of forces of the Department of the Army, the Department of the Navy, the Department of the Air Force, which shall then be assigned to such combatant commands by the Departments concerned for the performance of such military missions . . . . Forces assigned to such unified combatant commands or specified combatant commands shall be under the full operational command of the commander of the unified combatant command or the commander of the specified combatant command. . . . Under the direction, authority, and control of the Secretary of Defense, each military department shall be responsible for the administration of the forces assigned from its department to such combatant commands. The responsibility for support of forces assigned to combatant commands shall be vested in one or more of the military departments as may be directed by the Secretary of Defense" (5 U.S.C. Sect. 171a(j)).

Within this over-all organizational pattern, the basic function of a military department is to organize, train, and equip military forces appropriate to its mission, to provide these forces to unified commands, and to support the forces so assigned. This function embraces a multitude of tasks which must be performed by the Department of the Army in fulfilling the responsibilities inherent in its roles and missions. Illustrative of the broad scope of activity are the following: research, development, procurement, supply, and maintenance of materiel; promulgation of doctrine; procurement of personnel and their training as

individuals and within units; development of organizational concepts and preparation of tables of organization and equipment for units; and management of the Reserve components and the industrial mobilization base. As a related task, the Department of the Army provides advice, assistance and staff support to the Secretary of Defense and to other components of the Department of Defense so as to contribute to the effective and integrated operation of the Department of Defense as a whole.

To illustrate the scope of activity for which the Department of the Army is responsible, the following statistics are cited: The "wholesale" logistic structure consists of almost 300,000 military and civilian personnel located at 394 installations. The Reserve components of the Army consist of approximately 2,300,000 officers and enlisted personnel in the Army National Guard and the U.S. Army Reserve. The Army School System provides the personnel and facilities to train an annual total of approximately 150,000 individuals.

The Department of the Army has two major components: Headquarters, Department of the Army, and Army Field Commands (Figure 1). The Headquarters, Department of the Army is the executive part of the Department at the seat of government which exercises directive and supervisory functions. Field commands consist of the U.S. Continental Army Command and Army components of unified commands in both the continental United States and overseas. Army components of unified commands in the United States, the U.S. Army Air Defense Command and the Army component of the U.S. Strike Command, receive administrative and logistical support from the U.S. Continental Army Command. Army components of unified commands overseas are supported administratively by the Departmental Headquarters. These include United States Army, Europe; United States Army, Pacific; United States Army, Alaska; and United States Army, Caribbean. Since the Army components of the unified commands are not involved in the proposed

changes in Department of the Army organization, they are not a subject for further discussion in this report.

The Continental Army Command, which exercises command over the six Zone of Interior Armies and the Military District of Washington, has a significant mission that includes combat developments and provision for individual and unit training. It is involved in the proposed reorganization and will receive detailed treatment in subsequent portions of this report.

The technical services comprise that element of the Army in the continental United States which has the over-all "wholesale" logistic mission. The Chiefs of the technical services are the heads of staff agencies which are a part of the Headquarters, Department of the Army. Their significant operational activities, however, are conducted by agencies and installations which are located throughout the continental United States.

Headquarters, Department of the Army (Figure 2)

The primary elements of the Headquarters include the Office of the Secretary of the Army and the Army Staff.

Subject to the direction, authority and control of the President, as Commander-in-Chief, and of the Secretary of Defense, the Secretary of the Army is responsible for, and has the authority to conduct, all affairs of the Department of the Army. To assist the Secretary of the Army in the performance of his duties, he is currently authorized an Under Secretary as his principal civilian assistant, and three Assistant Secretaries who are assigned responsibilities in the fields of Research and Development, Financial Management, and Installations and Logistics. The General Counsel, the Chief of Public Information, the Chief of Legislative Liaison, the Administrative Assistant, and an internal staff provide further assistance and constitute the remainder of the Office of the Secretary of the Army.

The Army staff is the military staff of the Secretary of the Army and includes the Chief of Staff and his immediate assistants. The Chief of Staff, the senior military officer in the Army, is the principal military advisor of the Secretary of the Army and is responsible to the Secretary for the supervision of the members and organizations of the Army. He is assisted by the Vice Chief of Staff, who has authority to perform any duties which the Chief of Staff may perform. The Chief of Staff also represents the Army as a member of the Joint Chiefs of Staff, in which capacity he is not responsible to the Secretary of the Army. The Chief of Staff directs all activities of the Army Staff.

The Office of the Chief of Staff includes the Secretary of the General Staff who acts on matters referred to the office not requiring the personal attention of the Chief or Vice Chief. The Office of the Chief of Staff contains a Coordination Group and a Programs and Analysis Group, which assist him in the planning and management of over-all Army activities including those of the Army General Staff. The Inspector General, who is responsible for world-wide inspection of Army activities, reports directly to the Chief of Staff. The Judge Advocate General, principal legal advisor on the Army Staff, also is responsible to the Chief of Staff. The Chief of Information reports directly to the Chief of Staff and serves in a dual capacity as the Chief of Public Information on the staff of the Secretary of the Army.

The Deputy Chief of Staff for Personnel is responsible for world-wide management of the Army's personnel resources including related activities. He exercises direction and control over the activities of The Adjutant General, who is responsible for administration, personnel accounting and recruiting; the Chief of Chaplains, who is responsible for spiritual and moral welfare; and the Provost Marshal General, who is responsible for discipline, law, and order.

The Assistant Chief of Staff for Intelligence is responsible for all matters pertaining to intelligence activities of the Army. These include liaison with joint intelligence activities and the gathering and analysis of intelligence directly applicable to Army plans and activities. He directs and controls the Army Attache System world-wide and commands the Army Intelligence Center. He is responsible for supervision of the training of the Military Intelligence Branch of the Army Reserve.

The Deputy Chief of Staff for Military Operations is responsible for both the organizing, training, and equipping of Army forces and as the Operations Deputy supporting the Chief of Staff in his role as a member of the Joint Chiefs of Staff. The Offices of the Chiefs of Civil Affairs and Military History function under his general staff supervision.

The Chief of Research and Development corresponds in status to a Deputy Chief of Staff and is under the functional supervision of the Assistant Secretary of the Army (Research and Development). He is responsible for directing and supervising all Army research, development, test, and evaluation. He exercises direction and control over the Chiefs of the technical services within his functional area.

The Deputy Chief of Staff for Logistics is responsible for all Army logistic matters and operates under the functional supervision of the Assistant Secretary of the Army for Installations and Logistics. He directs and controls the seven technical services except in matters relating to research and development, reserved to the Chief of Research and Development, and civil functions which are reserved to the Secretary of the Army. The technical services are discussed separately in this report because they are the focal point of the proposed reorganization.

The Comptroller of the Army is responsible for the integration, review, and analysis of Army programs, and supervision over budgetary, audit, reporting, and management engineering activities of the Army. The Comptroller of the Army functions under the direction and supervision

of the Assistant Secretary of the Army for Financial Management. In his relation to the Chief of Staff, he has status corresponding to that of a Deputy Chief of Staff. The Comptroller of the Army directs and supervises the activities of the Chief of Finance.

The Assistant Chief of Staff for Reserve Components is responsible for Reserve affairs and for advice on all matters relating to Army Reserve Forces. He directs and supervises the activities of the Chief Army Reserve and ROTC Affairs. The Chief, National Guard Bureau is the principal advisor to the Chief of Staff on National Guard affairs.

U.S. Continental Army Command (Figure 3)

The U.S. Continental Army Command and its subordinate elements are responsible for training of individuals and units of the Active Army and the Reserve components, development of doctrine and combat materiel requirements, emergency planning and preparedness, and the support of Army components of unified commands. The Commanding General, U.S. Continental Army Command commands and directs the Zone of Interior Armies and Military District of Washington.

The training of individuals as replacements for U.S. Army forces world-wide involves the operating of twelve Army Training Centers and eleven service schools. As director of the Army School System, the Commanding General, U.S. Continental Army Command, develops and approves Army-wide training procedures and directs and controls the curricula of schools which are operated by the technical and administrative services.

The responsibility for organizing, training, equipping, and maintaining U.S. Army Reserve units is discharged through the Armies and a subordinate organizational structure of fourteen U.S. Army Corps. Until Federalized, The Zone of Interior Armies' responsibilities for the National Guard are limited to supervision of training and conducting annual inspections.

The Commanding General, U.S. Continental Army Command, directs the Army combat developments activities which develop, test, and recommend new tactics, techniques, organization, and doctrine. Responsibilities with respect to the development of materiel are closely related, and include the review and preparation of requirements for new combat materiel and the testing of materiel developed by the technical services.

The U.S. Continental Army Command is designated by the Joint Chiefs of Staff as coordinating authority for preparation of plans for defense of the United States other than air defense, and for assistance to civil authorities in the event of civil disaster or emergency.

The Technical Services

Background

The operating elements of the Army logistic system are the technical services (See Figures 4 through 10). They had their roots in the Continental Army during the Revolutionary War and have evolved over 185 years to meet changing requirements resulting from the impact of advancing science and technology on military operations.

The Quartermaster General was established in 1775 and authorized by Congress to provide supplies to sustain the individual soldier. The present Quartermaster Corps retains its original responsibility to sustain the individual soldier with food, clothing, and certain specified general supplies.

The Engineer Corps had its beginning immediately subsequent to the American Revolution when in 1779 the Congress established and authorized a military engineering organization to facilitate the movement of the U.S. Army and to impede the movement of enemy forces. This mission is essentially the core of the present responsibilities of the Chief of Engineers.

The Ordnance Corps, while it had unofficial roots in the American Revolution, was formally established in 1812 and authorized to provide

the Army with munitions. This mission has remained almost unchanged to the present day. In 1942, the mission of providing tactical vehicles was added to the munitions mission.

The Surgeon General was established in 1818 and authorized by the Congress to provide medical service to Army personnel. This mission has remained unchanged down to the present.

The Signal Corps was established and organized in 1860 to provide ways and means for combat forces to assure sustained coordination through timely exchange of information. The current Signal Corps responsibility for communications and the broad spectrum of communications-electronics equipment derives directly from its original mission.

The Chemical Corps had its inception in 1918 when Congress authorized a service to examine the ways and means of conducting chemical warfare. This mission has today been extended to include biological and radiological warfare. In addition, it performs these functions for the other military services.

The Transportation Corps was established in 1942 to provide for the movement of personnel and materiel. This mission was augmented in 1952 with the assignment of the mission to provide the Army with aircraft.

Technical Services Operations

The Chiefs of the technical services are also the heads of the technical staff agencies in Headquarters, Department of the Army. Generally, the operations of the technical services can be grouped into three major mission areas: those concerned with personnel, training, and doctrinal and force development; those which are concerned with providing services; and those which are related to the creation, fielding, and support of materiel. These missions are discussed, in turn, in the following paragraphs.

Personnel, Training, and Doctrinal and Force Development. Each of the technical service Chiefs has under his command a training command and

one or more schools which train individuals and units for the performance of the functions of his service. Additionally, the schools assist in the development and evaluation of doctrinal and operational concepts and tables of organization and equipment. Each Chief of a technical service has career management responsibilities for the officers in his branch and civilian personnel in selected functional areas.

Provision of Services. The technical services are charged with the responsibility for providing essential logistic services in a theater of operations, such as engineering, communications, transportation, medical and laundry and bath services. This responsibility is discharged through the training of combat engineers, radio operators, medical aid men, truck drivers, operators of mobile bath and laundry units, and the like; and their organization into units for the effective conduct of their support missions. The various technical service missions have outgrown their original concept of support to Army forces in the field. Today, these include large scale operations of a civil nature, operations in support of other Military Departments and governmental agencies, and operations related to major fixed investments. Examples of these are services related to civil works and military construction for the Army and Air Force under the Chief of Engineers, operation of the Alaska Communications System under the Chief Signal Officer, operation of medical centers and general hospitals by The Surgeon General, operation of the Military Traffic Management Agency for the Department of Defense by the Chief of Transportation, and operation of national cemeteries by The Quartermaster General. These major services represent a use of the traditional technical and professional skills of the Army in the broader national interest. The relationship of these services to those in support of troop operations is, in many cases, very tenuous.

Creation, Fielding, and Support of Materiel. The missions of the technical services in furnishing materiel have grown in an explosive

manner with the rapid pact of technology. It is this area in which the technical services perform parallel functions in the fields of research and development, procurement, inventory management, storage, distribution, maintenance, and disposal. Since this materiel mission is the heart of the Army logistic system, and the one most often criticized, the remainder of the section will deal primarily with it.

Materiel

General. The philosophy behind the current technical service organization in the materiel area is the fixing of responsibility by commodity assignments. Such assignments are designed to establish individuals with vertical responsibility for all phases of the creation and fielding of materiel, to include simplicity of design, reliability of performance, and maintainability in the combat zone.

The seven technical service Chiefs are commodity managers. The Chief of Ordnance, because of the broad range of his commodity responsibilities, has established subordinate commodity groupings in so-called mid-management agencies. The remainder of the technical services are organized in their sub-structure into functional commands or a combination of functional and commodity commands.

The mission of providing equipment and supplies of a personal nature is carried out primarily by the Quartermaster Corps and, secondarily, by the Medical and Chemical Corps. Additionally, bulk supplies which require no maintenance as they flow from procurement to storage to consumption are largely a Quartermaster responsibility although various categories of such supplies have been interspersed throughout all technical services.

Any large-scale military engagement involves hundreds of thousands of weapons and equipment such as individual arms, tanks, artillery pieces, radios, and aircraft. The provisions of such complex equipment to the soldier is essentially the mission of the Ordnance, Engineer, Signal, and Transportation Corps.

The Army has been assigned responsibility for five Single Manager Supply Agencies in the areas of clothing, subsistence, general supplies, construction supplies, and automotive supplies. These Single Managerships plus certain related depot activities will be absorbed within the Defense Supply Agency when it becomes fully operational.

Research and Development. The research and development function of the technical services is involved primarily with items peculiar to the military. A little over $1 billion is spent annually for the Army's Research and Development effort. The Ordnance spends 67 per cent of these monies, Signal 15 per cent, Chemical and Transportation 5 per cent each, Engineers 4 per cent, and Quartermaster 1 per cent. Medical research is concerned primarily with professional techniques rather than materiel. Each technical service uses laboratories, design and engineering activities, and proving grounds in accomplishing its assigned Research and Development mission.

Procurement. The Chiefs of technical services conduct their procurement operations under authority which is delegated from the Secretary of the Army. There is no commonality among the technical service procurement organizations and operations; they include centralized procurement at one location, procurement of various commodities at different locations, and procurement offices on a geographical basis. The technical services maintain 81 major procurement offices in the continental United States which procure around $5 billion annually.

The Chief of Ordnance operates a procurement system involving four commodities (ammunition, weapons, missiles, and tank-automotive) and assigns responsibility for their procurement to commodity commands and arsenals. The Military Automotive Supply Agency (a Single Manager Agency) is part of his command. The eleven Ordnance procurement districts, which are located in major cities and assigned specific geographical areas, assist the commodity commands on negotiated contracts by obtaining proposals from companies in their respective areas and administering and inspecting performance of contracts.

In general, the Chief of Engineers operates a centralized procurement system with decentralized administration of contracts. A single procurement office buys equipment and supplies on a nation-wide basis and exercises surveillance over contract administration. In order to carry out his responsibilities for construction activities, both military and civil, the Chief of Engineers maintains a complex of Engineer divisions and districts. Certain of these divisions and districts perform contract administration functions or contracts for general equipment and supplies. He is also responsible for the Military Construction Supply Agency (a Single Manager Agency).

The Quartermaster General has four separate procurement systems, one for each of the three Single Manager operations for which he is responsible and one for supplies not under integrated management. The Single Manager operations are the Military Subsistence Supply Agency, the Military Clothing and Textile Supply Agency, and the Military General Supply Agency.

The Chief Signal Officer, Chief Chemical Officer, and the Chief of Transportation provide essentially for centralized control over the placement and administration of contracts. However, in the Signal and Chemical Corps, technical guidance on contracts is provided by other than the contracting agency. Central procurement of medical supplies is performed by the Military Medical Supply Agency, a Single Manager activity operated by the Navy.

Inventory Management. Inventory management is conducted in the technical services by means of national inventory control points, which are responsible for the following: cataloging, requirements computation, procurement direction, control of stocks in, due into, or planned for the depot distribution system, rebuild direction, and disposal. The number of national inventory control points within a technical service varies from one in the Chemical Corps to nine in Ordnance.

There are approximately one million items cataloged in the Army supply system; almost 600,000 are stocked in the depot system and subject to continued central management and procurement by technical service supply managers. While Army regulations provide uniform procedures for supply management of items, there are many differences between technical services in the detailed procedures utilized for inventory management.

Storage and distribution of supplies vary by technical service. Some, such as Ordnance, use their own branch depots operated by the Chief of Ordnance almost exclusively. Others, like the Engineers, have one branch depot and use general depots operated by The Quartermaster General. All technical services have at least one branch depot.

SECTION II

NEED FOR CHANGE

Background

The last comprehensive study of the Army was completed in December, 1953, by the Secretary of the Army's Advisory Committee on Army Organization (referred to as the "Davies Committee"). As a result of this study, significant organizational changes were effected during the period 1954 - 1955. These changes included the establishment within the Headquarters of the position of the Deputy Chief of Staff for Logistics, with command-like authority over the seven technical services; activation of the U.S. Continental Army Command; and allocation of staff responsibility for research and development to a Deputy Chief of Staff for Plans and Research. Further, but less extensive, changes in 1956 resulted in the organization of the Headquarters, Department of the Army essentially as it exists today.

Problem Areas in Current Organization

In the current technological, industrial and Defense environment, the present organization of the Department of the Army requires modification in certain areas to facilitate more effective accomplishment of its roles and missions. These areas lie primarily in the fields of materiel, personnel management, combat developments, and training.

Materiel

In the materiel field the following examples are cited to illustrate the desirability for change.

On the Army General Staff, the responsibility for direction and control of the technical services is divided between the Deputy Chief of

Staff for Logistics and the Chief of Research and Development. The former has directive authority for production, supply, storage, distribution, and maintenance matters; while the latter has authority over the technical services for research, development, test, and evaluation functions. This dual command-like arrangement can cause difficulty in the integration of effort in the materiel area. It may also affect the relationships of these two staff agencies with other general staff elements and with subordinate commands. Both staff agencies are placed in the somewhat anomalous position of being responsible for formulating policy, plans, and programs; implementing their directives; and finally reviewing and evaluating their own actions.

The present Army supply and maintenance system can be improved to better meet the needs of the using organizations. In the field, supply support for a single organization sometimes requires dealing with agencies of each of the seven technical services. In many cases, a combat unit receives maintenance support for a single item of equipment from several different technical services. Varying policies and procedures of the technical services increase the difficulty in standardizing procedures within the organizations supported.

The original purpose of creating the position of Deputy Chief of Staff for Logistics in 1954 was to combine the seven technical services into an integrated logistic system. In carrying out the concept, full integration was not attained. Instead, the technical services are in some respects nearly self-sufficient entities within the over-all Army structure. Their divergent views and interests do not always coincide with over-all Army aims and objectives. In a sense, the Army has seven separate supply services.

The growth of technology and the increasing complexity of weapons systems suggests that greater flexibility would be desirable in the

materiel organization. Requirements for coordination in complex systems can increase lead time in the development, fielding, and support of these systems. Often, a major development project combines resources of several technical services. Under the present organization, the most effective utilization of such resources across technical service lines may not be fully achieved.

The present organization has been criticized by the Congress, industry, and key personnel in the Department of Defense. In some cases, industry claims to have found it difficult to adapt itself to the Army's organizational arrangements, policies, and practices. This difficulty centers around the different procedures established by the several technical services.

In the prevailing Washington environment, it is essential that timely reaction to inquiries and to changes in methods be possible. The current organization of the technical services, the dual command over them, and their somewhat autonomous nature, make it difficult to determine responsibility for a given mission or functional area. This system of management does not provide the optimum means for responding to higher authority.

The problem areas outlined above indicate that the Army's materiel structure lacks cohesiveness largely because of the technical service organizations. In two World Wars, an over-all logistic or service command was created after hostilities had begun. This suggests that a materiel organization more responsive to a national emergency is required.

Personnel System

In addition to the logistic area, the Army's organization of its personnel system is also in need of strengthening and realignment. The system should operate as an entity but control is divided among many agencies. Although the Deputy Chief of Staff for Personnel has general

staff responsibility for personnel and manpower management, over 20 other Department of the Army general and special staff agencies play a major role in world-wide Army personnel management. This fragmentation of the personnel system precludes unity of effort and singleness of purpose. The Deputy Chief of Staff for Personnel is also heavily engaged in operations which greatly reduce the amount of time and effort he can devote to over-all policy and supervision of the personnel system.

An additional aspect of the current personnel system should be cited. The responsibilities of the technical and administrative service chiefs for world-wide personnel management tend to restrict the use of officers to positions within their own branches of service. By so doing, the Army's best interests are often subordinated to those of its internal branches.

In the enlisted personnel area, better means to control over-production of some skills and under-production of others are required. Responsibility for career management of enlisted personnel is vested in a combat arm or in a technical or administrative service chief; however, the responsibility for assignment - through which career development is effected - is vested in The Adjutant General. This office is not staffed with personnel possessing professional knowledge essential to manage effectively the increasingly complex enlisted personnel element, especially in the specialist area.

In summary, the Army is not achieving optimum utilization of its personnel resources, principally because of fragmentation of personnel functions, lack of understanding of a common goal or policy within the personnel system, and a build-in inflexibility stemming chiefly from organizational and procedural arrangements.

Combat Developments

The Army has applied the term "combat developments" to the research, development, and early integration into the Army of new doctrine, new organization, and new materiel to obtain the greatest combat effectiveness. The accomplishment of this significant function could also be improved in a more timely and effective manner.

The U.S. Continental Army Command is charged with directing the entire system but in reality this command lacks complete authority required for performing its mission. Control is divided among relatively autonomous combat developments agencies of the technical services, administrative services, and elements of the Army General Staff. As a result, no one below the Chief of Staff level has full responsibility for integrating doctrine and hardware. Relationships among the elements responsible for various phases of the system are somewhat complex, time-consuming, and even duplicative. The current managerial process is not geared to the complete spectrum of activities associated with the fielding of a complex weapons system. The divided responsibility for combat developments has contributed to inadequate long-range guidance necessary to assist the Army in its planning for the future.

Training

In the area of training, functions are split among the U.S. Continental Army Command, the technical and administrative services, and other Department of the Army agencies. Responsibilities are divided because a specialized chief of a service can provide more expert technical supervision of training within his own field of specialty than any other organization. While this system may accomplish the training of specialists in a satisfactory manner, it unduly complicates the determination of requirements for and the distribution of these personnel and units to Army component commanders in unified

commands. The system requires the Army component commanders to look to many agencies to fill their requirements and in most cases to establish schools and training programs to compensate for the shortcomings in the present system.

Concluding Statement

As indicated in the introduction, any report which summarizes problem areas and recommends a new structure may seem overly critical of the current organization. It is not the intent of this report to imply that the thousands of devoted civilian and military personnel in the Army establishment are deficient in their current performance. There are many functional areas where the Army's performance can be cited for praise. These areas are overshadowed in this report by the deficiencies in the current organization which have been highlighted.

The deficiencies in the materiel organization, the personnel system, combat developments structure, and training can be overcome by realignments in the organization of the Army without major disruptions at installation level.

SECTION III

PROPOSED ORGANIZATION

General

Having discussed the major reasons for change, the key proposals and salient features of the plan will now be considered. They are four in number:

1. The organization of the U.S. Army Materiel Development and Logistic Command to perform the materiel functions currently assigned to the technical services.

2. The organization of a U.S. Army Combat Developments Command to perform the combat development functions and doctrinal responsibilities presently assigned to the Continental Army Command, the technical and administrative services, and other agencies.

3. The assignment to the U.S. Continental Army Command of responsibility for individual and unit training throughout the continental United States.

4. Modification of the structure of the Army Staff to:

Relieve the General Staff of command-like and operating functions which will permit greater emphasis on planning, programming, policy-making, and general supervision of the over-all effort and make it more responsive to the Secretary of Defense and the Joint Chiefs of Staff.

Establish an Office of Personnel Operations at the special staff level to control centrally the career development and assignment of all military personnel except officers of the Army Medical Service, The Judge Advocate General Corps and the Chaplains.

Realign the special staff to reflect the establishment of the two new commands, the expansion of U.S. Continental Army Command's

training responsibilities, and centralized control of military personnel management.

U.S. Army Materiel Development and Logistic Command (Figure 11)

This command features authoritative control over all Army wholesale materiel operations pertaining to development, testing, production, and supply including operations of laboratories, arsenals, proving grounds, test facilities, depots, supply control activities, procurement offices, and transportation terminals. It provides command supervision over the critical transition from development to production to supply. The command has the clear responsibility for delivering suitable equipment and supplies in required quantities to continental United States installations and oversea commands. Once the command is established and has formulated its working arrangements, it will be responsive to directives and requests for information from higher headquarters.

The concept for the organization provides command emphasis on research and development and includes qualified individuals in this field as part of top management at all levels. An optimum climate is provided for development of the full benefits of project management. Service testing of materiel currently performed by U.S. Continental Army Command boards is assumed by test agencies separate from the development and production commands and supervised by the command's research and development staff officer. A key feature of the proposal is the staffing of all elements of the command with combat arms personnel as well as technical service personnel to insure that the ultimate user is properly represented.

The five development and production commands provide a producer oriented grouping of commodities for dealing with industry which recognizes the prevailing patterns of industry. The five development and production commands have sole responsibility for procurement in support

of the Army's wholesale materiel area. While medical research and development remains the responsibility of The Surgeon General, the procurement of medical materiel will be performed by the Defense Supply Agency.

The research and development laboratories which report directly to the research and development staff officer at the command headquarters are those laboratories which could not logically be placed under one of the development and production commands. These laboratories would support more than one commodity command.

The Major Items Data Agency consolidates into one agency the responsibility for maintaining data on principal and major secondary items, normally financed by the Procurement of Equipment and Missiles, Army appropriation. This agency provides the Army with a single source of data for materiel costing of program packages and for evaluating its capabilities to support contingency and mobilization plans with principal and major secondary items.

The Materiel Management Training Center performs the training function for civilian and military personnel in the wholesale materiel area. In addition, this training center performs training in materiel management for other departments of the Department of Defense. This center also performs logistic doctrine and research functions for the U.S. Army Materiel Development and Logistic Command.

The Military Assistance Program Logistics Agency provides a focal point for Army support of the Military Assistance Program. The Maintenance Board monitors and reviews maintenance operations of the Army to include installations within the U.S. Continental Army Command and oversea commands.

The following is a brief summary of the major operating elements of the U.S. Army Materiel Development and Logistic Command.

U.S. Army Missile Command (Figure 12)

The U.S. Army Missile Command has the total responsibility for development and production of ballistic missiles and rockets and guided

missiles for the Department of the Army. The activities include the current U.S. Army Ordnance Missile Command with the addition of Watertown Arsenal which presently is a part of the U.S. Army Ordnance Weapons Command. This command and the other development and production commands will utilize a product management staff at the command level to direct and manage complex equipment and systems. This system, proven feasible through experience in the U.S. Army Ordnance Special Weapons and Ammunition Command, promises to resolve many of the difficulties encountered in developing and producing complex equipment.

U.S. Army Munitions Command (Figure 13)

This command is responsible for directing and managing the development and production of conventional ammunition, nuclear ammunition, and chemical, biological and radiological systems for the Department of Defense. It includes the current activities of the U.S. Army Ordnance Special Weapons Command, the materiel functions of the Chemical Corps, and Frankford Arsenal which presently reports directly to the Office of the Chief of Ordnance.

U.S. Army Weapons and Mobility Command (Figure 14)

The U.S. Army Weapons and Mobility Command is responsible for weapons and all types of mobility equipment. The responsibilities of the current U.S. Army Ordnance Weapons Command, the current U.S. Army Ordnance Tank and Automotive Command, and most of the materiel functions of the U.S. Army Transportation Corps are included in this command. The grouping of weapons and their related vehicles as well as the remaining mobility equipment of the Army in a single command provides the flexibility essential to meet rapidly changing technological developments.

U.S. Army Communications and Electronics Command (Figure 15)

This command is responsible for development and procurement of communications systems, electronic warfare systems, combat surveillance systems, automatic data processing equipment, and radar. The functions

include the current materiel functions of the Signal Corps and fire control radar functions of the Ordnance Corps.

U.S. Army General Equipment Command (Figure 16)

The U.S. Army General Equipment Command focuses on support of the individual soldier by research and development on clothing, individual equipment, and food as well as combat support of the Army in the field. This command includes the residual functions of the Quartermaster Corps which remain after transfer of Single Manager activities to the Defense Supply Agency. Also included are the current materiel functions of the Chief of Engineers.

U.S. Army Test and Evaluation Agency (Figure 17)

The U.S. Army Test and Evaluation Agency is a grouping of all test agencies currently assigned to the U.S. Continental Army Command and the technical services. This arrangement facilitates combined engineering and service testing, reduces requirements for lateral coordination, and shortens lead time. This agency is responsible for engineering, service, production, and surveillance tests and evaluation, other than that conducted by the development and production commands as an integral part of the design and systems demonstration stages of development. This agency is also responsible for supervising troop tests conducted by the U.S. Continental Army Command.

U.S. Army Supply and Maintenance Command (Figure 18)

The U.S. Army Supply and Maintenance Command is responsible for the delivery and supply of all materiel to oversea commands and continental United States installations. The assignment of depots, maintenance activities, oversea supply agencies, and transportation terminals to a single command facilitates standardized procedures and supply and maintenance policies; greater consolidation of inventory control operations; more flexible utilization of depots; and a better means of relating transportation and supply documentation. In essence, it provides for a

unified, orderly, and efficient supply and depot maintenance system dedicated to timely support of the user. The geographical grouping of depots portrays a concept that may be implemented by the Commanding General of the U.S. Army Supply and Maintenance Command after the impact of the operations of the Defense Supply Agency is fully evaluated.

U.S. Army Combat Developments Command (Figure 19)

The second new command to be established is the U.S. Army Combat Developments Command. This command will have Army-wide responsibility for developing materiel objectives and qualitative requirements, for war gaming and field experimentation, for selected operations research studies, and for certain cost effectiveness studies. It will consolidate under one command the combat developments functions presently assigned to the U.S. Continental Army Command, the technical and administrative services, and other agencies.

This command provides a well integrated, aggressive, and authoritative agency to develop future concepts of warfare and field organizations. The desirability of removing these activities from competition with the more urgent demands for production of trained individuals and units (the responsibility of the U.S. Continental Army Command) led to the conclusion that an independent agency was required. Such autonomy will also assist in maintaining the very vital and close contacts this agency will require with research organizations within the Department of the Army and other departments, the U.S. Army Materiel Development and Logistic Command, the U.S. Continental Army Command, and Army components of unified commands.

The functions of this command include the development of doctrine and the preparation of tables of organization and equipment and field manuals to disseminate new or revised doctrinal concepts. The responsibility for preparation of tables of organization and equipment and field manuals is currently a responsibility of the Army School System under the U.S. Continental Army Command.

To accomplish the functions proposed, the command will include the personnel presently in the combat developments system and personnel in the Army School System responsible for doctrine and the preparation of tables of organization and equipment and field manuals. This will provide a forward looking but practical doctrinal center to integrate Army doctrinal thought and make it available when it is needed. Technical personnel with an intimate knowledge of materiel developments will be part of the organization to coordinate new doctrinal concepts with technical reality.

U.S. Continental Army Command (Figure 20)

The third key feature of the report concerns the U.S. Continental Army Command. This command will supervise individual and unit training in the continental United States for military personnel of the technical and administrative services, as well as the combat arms.

The consolidation of training functions will make the Army better able to provide combat-ready forces, on short notice, to meet operational requirements. Army components of unified and specified commands will have only this one agency to supply them with the trained units which they require. The consolidation of individual and unit training has many advantages and is a natural outgrowth of organizational and doctrinal trends in the direction of combining combat and combat support elements. The consolidation also offers substantial opportunities to improve the efficiency and effectiveness of the over-all Army training establishment.

There is no basic change in the responsibilities of the Zone of Interior Armies or the Military District of Washington. They would continue to be responsible for support of civil powers in emergencies or disasters, support of civil defense, defense of the continental United States against ground attack, and certain area-wide administrative services. The armies would command and be responsible for the readiness

of assigned units within their geographical area and continue to support Army components of unified commands. The characteristics of the present organization which facilitate the discharge of these geographical responsibilities would be preserved under the new organization.

The armies will continue to be responsible for the command of the U.S. Army Corps which are charged with Reserve and Reserve Officer Training Corps activities. There is no change in the armies' responsibilities for administrative assistance to, and training supervision of, the Army National Guard and for providing necessary facilities and assistance to Reserve components to meet their active duty training requirements.

Headquarters, Department of the Army Staff (Figure 21)

With respect to the last major area, the Department of the Army Staff, the General Staff will be relieved of command-like and operating functions. It will be reorganized to strengthen planning, programming, policy-making, and general supervision of the over-all effort. A Director of Programs will be established as the principal assistant to the Chief of Staff and Vice Chief of Staff to provide more positive direction of the Army Program System, to strengthen and improve program coordination and control, and to lend more stature to this function within the Army Staff.

To reduce the span of control that would otherwise be required of the Chief of Staff and Vice Chief of Staff, all separate elements of the Army Staff, except for the Chief of Information, the Inspector General, and the Judge Advocate General, will be placed under appropriate agencies of the General Staff for purposes of information flow and coordination.

The placement of the Chief, National Guard Bureau under the Chief of Reserve Components is for the purpose of coordination of all Army Reserve component activities. This is not intended to affect the status of the Chief of the National Guard Bureau as advisor to the Chief of Staff on Army National Guard Affairs.

Integration of Control of Military Personnel.

Personnel management operations of the Headquarters, Department of the Army staff agencies will be consolidated in the Office of Personnel Operations -- a newly established special staff agency. The Office of Personnel Operations will control centrally the career development and assignment of both officer and enlisted personnel. Integration of these operations will afford more positive direction and provide greater utilization of the total military personnel resources through increased flexibility of assignment and improved career planning. Additionally, personnel support of the Army, world-wide, will be improved by better matching of personnel requirements with training capabilities. Army Medical Service Officers, Judge Advocate General Corps Officers, and Chaplains (special branches) will continue to be managed by their respective special staff agency Chiefs under the policies of the Office of Personnel Operations.

The branch system has been retained and the military personnel offices of each branch (e.g., Infantry, Engineer, Ordnance) retain their identity as branch assignment sections in the new organization. These have been retained to recognize technical skills and to provide personalization in officer career management.

Inherent in the proposals for the new commands, is the objective of greater unity of effort and singleness of purpose. This will be achieved by integrating personnel with tactical, technical and administrative backgrounds to provide a built-in, over-all competence essential to the modern Army.

Army-wide Services and Technical Staff

While branches are not discontinued, the functions and responsibilities of the technical services are greatly reduced. The service functions of the technical services will remain at departmental level for various reasons. Either they are essentially a departmental staff function; their staff and field functions are so closely intertwined as to be inseparable; they have strong political overtones or public sensitivity; and/or their prestige or ease of accessibility to other government agencies is a prime consideration.

The Chief of Engineers retains responsibility for mapping, civil works, construction, and real estate. The Surgeon General's functions remain unchanged. The Signal Officer on the special staff remains responsible for Army-wide communications and photographic services. The Transportation Officer on the special staff will continue to provide coordination and planning for all transportation required by the Army. The Chiefs of two of the services, Ordnance and Chemical, are eliminated. Their current functions will be transferred to other staff agencies and to the U.S. Army Materiel Development and Logistic Command. To insure a focal point within the Army General Staff for chemical, biological, radiological, and special weapons activities, appropriate organizational elements will be established in the Office of the Deputy Chief of Staff for Military Operations.

As the Defense Supply Agency becomes fully operational, the residual functions of The Quartermaster General are so small as to raise the question whether this office should be continued or be absorbed within the Office of the Deputy Chief of Staff for Logistics. If the cemeterial functions can be transferred to an agency outside the Department of the Army, the remaining responsibilities of The Quartermaster General (newly designated as Chief of Support Services) will be assigned to the Deputy Chief of Staff for Logistics.

Abolition of Officers and Transfer of Functions

The changes in the Army Staff significantly affect the functions and responsibilities of some of the chiefs of branches specified in Title 10, U.S. Code, Section 3036(a). For example, the functions and responsibilities of the Chief of Ordnance and the Chief Chemical Officer have been completely reassigned. The training, personnel, and materiel functions of the Chief Signal Officer, Chief of Transportation, and Quartermaster General have also been reassigned. The personnel and

training functions of The Adjutant General and Chief of Finance have similarly been redistributed.

With this realignment of functions, there no longer exists any reason for maintaining these positions as statutory offices. Accordingly, in order to permit greater flexibility of administration in a constantly changing environment, the functions of these officers are being transferred to the Secretary of the Army, leaving to his discretion the assignment of the functions and the designation of the officers to perform them.

The statutory position of Chief of Engineers is retained because his specific civil works responsibilities remain unchanged. The only changes required with respect to this office are the transfer of the military functions of the Chief of Engineers to the Secretary of the Army so that they may be assigned in accordance with the reorganization plan; and to vest in the Secretary the authority to assign Engineer officers to civil works duties. The latter is required in the interest of carrying out the integrated personnel management program described previously.

These changes can all be accomplished under the authority vested in the Secretary of Defense by Section 202(c) of the National Security Act of 1947, as amended. Attached as Inclosure 1 is a proposed Reorganization Order of the Secretary of Defense to effect the necessary adjustments, together with an analysis of the order.

Summary of Proposed Organization

In the summary, the key features of the recommended over-all organization (Figure 22) provide:

First, the U.S. Army Materiel Development and Logistic Command with authoritative control over wholesale materiel operations, command supervision over the critical transition from development to production to supply, and timely response to the user.

Second, the establishment of U.S. Army Combat Developments Command where future concepts will be developed under a single authority to serve the needs of the Army's tactical and support forces.

Third, a new focus of authority in U.S. Continental Army Command for training and schooling of individuals and training of units.

Fourth, a new focus of authority on the Army Staff for relating plans and programs, realignment of the special staff to provide the necessary services of an administrative or technical nature, and establishment of the Office of Personnel Operations to handle all military personnel assignments and career management.

In conclusions, it should be pointed out that while this plan for reorganization involves significant changes in the Army major command structure, it calls for little change in military and civilian personnel at the operating level in the field. The main impact of this plan is on the headquarters of the Department of the Army, the headquarters of the U.S. Continental Army Command, and the headquarters of the two new commands. Below these headquarters, installations and personnel, by and large, are undisturbed. The emphasis is on simplifying command responsibilities and on improving managerial efficiency, while preserving the operating structure in the field.

SECTION IV

PLAN FOR IMPLEMENTATION

Purpose

This section provides the general concept for proceeding with the reorganization of the Army.

Guidelines for Planning

Execution of the approved reorganization plan will be guided by the following principles:

1. A high degree of responsiveness to the over-all needs of the Army will be maintained throughout the reorganization. Extreme care will be taken to insure that the operating elements of the Army continue to receive effective support and retain full capacity to respond to any emergency which may arise. This will require a gradual transfer of responsibilities to new agencies and cause some dual staffing during the transition period to reduce the risk of interruption of current operations.

2. While undue haste in transition must be avoided, an unduly prolonged transition is also highly undesirable, because it will extend the period of turbulence to the detriment of the effectiveness of the agencies.

3. The plan for implementation and its execution will be managed at the highest echelon of each command or agency. The Comptroller of the Army is the Army General Staff officer responsible for planning and supervising the reorganization of the Army.

Concept for Transition

The transition to the new organization will proceed in the following phases:

The Planning Phase will begin upon approval of the reorganization. Planning groups with representatives of all the agencies involved will be assembled under the direction of a commander or chief designee of each new or reorganized command or agency. Among the areas requiring attention in the planning phase are: command control and communications, budgets and funding programs, personnel planning, command doctrine and practices, and site planning and preparation.

The Activation Phase begins with the activation of the command or agency and the passing of responsibility for assigned functions to it.

Modification of Internal Structure Phase is the final phase of the transition and will be devoted to adjustment of the mid-management and field command or agency structures, as required for optimum effectiveness and efficiency.

Time-Phasing and Concept of Reorganization

Figure 23 shows the tentative time-phasing proposed for the reorganization.

Army Staff

Office of Personnel Operations

The initial action proposed in the reorganization of the Army Staff is the establishment of the Office of Personnel Operations. This office will initiate operations by taking over the personnel management offices of the other staff agencies in place, but cannot fully be effective until it is physically consolidated.

Army General Staff

The realignment of the Army General Staff can be completed in a relatively short time since there are few changes proposed. The divesting of the Deputy Chief of Staff for Logistics and the Chief of Research and Development of direction and control over the technical services will be coordinated with the activation of the U.S. Army Materiel Development and Logistic Command.

Technical and Administrative Services

The transfer of personnel management functions to the Office of Personnel Operations, training and education functions to the U.S. Continental Army Command, and combat developments functions to the U.S. Army Combat Developments Command are the major functions involving both the technical and administrative services.

U.S. Army Materiel Development and Logistic Command

The reorganization of the Army's wholesale materiel organization will involve primarily the offices of the Deputy Chief of Staff for Logistics, the Chief of Research and Development, and the Chiefs of technical services. Conversion to the new system will require major reorientation of the entire logistic structure with corresponding changes in regulations which govern the Army's logistic operations.

Careful study indicates that the command headquarters should be located in the general Washington area to avoid, as much as possible, the loss of key civilian personnel essential to the management of the Army's wholesale materiel system and provide for prompt responsiveness to requests for data by higher authority.

As indicated in Figure 23, the transition plan provides for a six month planning phase prior to activation of the command. The transfer of the materiel responsibilities will be phased over the ensuing six months period. The final phase, which provides for modification of the internal structure, will require at least another six months.

U.S. Continental Army Command

The reorganization of the U.S. Continental Army Command involves the assumption of responsibility for technical and administrative service training centers and schools and the loss of certain functions to the U.S. Army Combat Developments Command. Representatives of the Chiefs of the technical and administrative services will serve on the U.S. Continental Army Command planning group and will become a part of

the Directorate of Training within the reorganized headquarters to insure proper recognition of the scope and magnitude of the training responsibilities being assumed.

U.S. Army Combat Developments Command

This command can be activated at an early date after approval of the plan since elements of the headquarters of the U.S. Continental Army Command form the basic organization for the command.

INCLOSURE 1

PROPOSED REORGANIZATION ORDER AND ANALYSIS

REORGANIZATION OF THE DEPARTMENT OF THE ARMY

By virtue of the authority vested in me by Section 202(c) of the National Security Act of 1947, as amended (72 Stat. 514; 5 U.S.C. 171a (c)), and as Secretary of Defense, it is hereby ordered as follows:

Section 1. Abolition of Officers and Transfer of Functions. - The following officers named in Section 3036, Title 10, United States Code, are hereby abolished and their functions transferred to the Secretary of the Army:

(a) Chief Signal Officer;

(b) Adjutant General;

(c) Quartermaster General;

(d) Chief of Finance;

(e) Chief of Ordnance;

(f) Chief Chemical Officer, and

(g) Chief of Transportation.

Section 2. Transfer of Functions from Chief of Engineers. - The functions vested in the Chief of Engineers by 3038 and 3533, Title 10, United States Code, are hereby transferred to the Secretary of the Army.

Section 3. Performance of Transferred Functions. - The Secretary of the Army may from time to time make such provisions as he shall deem appropriate authorizing the performance by any other officer, or by any office, agency, or employee of the Department of the Army of any function transferred to the Secretary by the provisions of this order.

Section 4. Transitional Provisions. - In order to assist in the orderly transfer of functions and to promote continuity of operation, the

Secretary of the Army may, if he considers it necessary, delay beyond the effective date of this order the abolition of any office or transfer of any function.

Section 5. Effective Date. - The provisions of this order shall take effect on the date determined under Section 202(c) of the National Security Act of 1947, as amended (72 Stat. 514; 5 U.S.C. 171a(c)), or the 10th day of February 1962, whichever is later.

Secretary of Defense

SECTIONAL ANALYSIS AND DISCUSSION OF REORGANIZATION ORDER

SECTION 1

Section 1 abolishes the positions of Chief Signal Officer, Adjutant General, Quartermaster General, Chief of Finance, Chief of Ordnance, Chief Chemical Officer, and Chief of Transportation and transfers their functions to the Secretary of the Army. The abolition of these positions and the transfer of their functions to the Secretary of the Army will permit the Secretary more flexibility in determining the composition, functions, duties, and responsibilities of the Army Staff. Additionally, it will permit him to organize the logistical and service operations of the Army in the most effective, efficient, and economical manner. This change is essential in realigning the functions now performed by the Chiefs of the technical services. The Chief of Engineers is not affected by this Section because of his important non-military duties.

SECTION 2

Section 2 transfers from the Chief of Engineers to the Secretary of the Army the functions set forth in Section 3038 and 3539, Title 10, United States Code. These functions involve:

(a) The direction of the construction, maintenance and repair of buildings, structures and utilities for the Army.

(b) The acquisition of all real estate and the issue of licenses in connection with government reservations.

(c) The operation of water, gas, electric and sewer utilities, and

(d) The authority to assign or transfer officers of the Corps of Engineers to and from duties involving the civil functions of the Corps of Engineers.

The transfer of the functions listed in (a) through (c) above relates to military functions and does not affect the civil functions of the Chief of Engineers. Their transfer to the Secretary of the Army will permit him to prescribe the military functions of the Chief of Engineers and is consistent with his authority with respect to the assignment of other military functions.

The transfer of the function listed in (d) above will permit the Secretary, if he considers it desirable, to centralize personnel management and assignment of military personnel of the basic branches of the Army.

SECTION 3

Section 3 grants the Secretary of the Army the authority to authorize any officer, office, agency or employee to perform any of the functions transferred to the Secretary by the Reorganization Order.

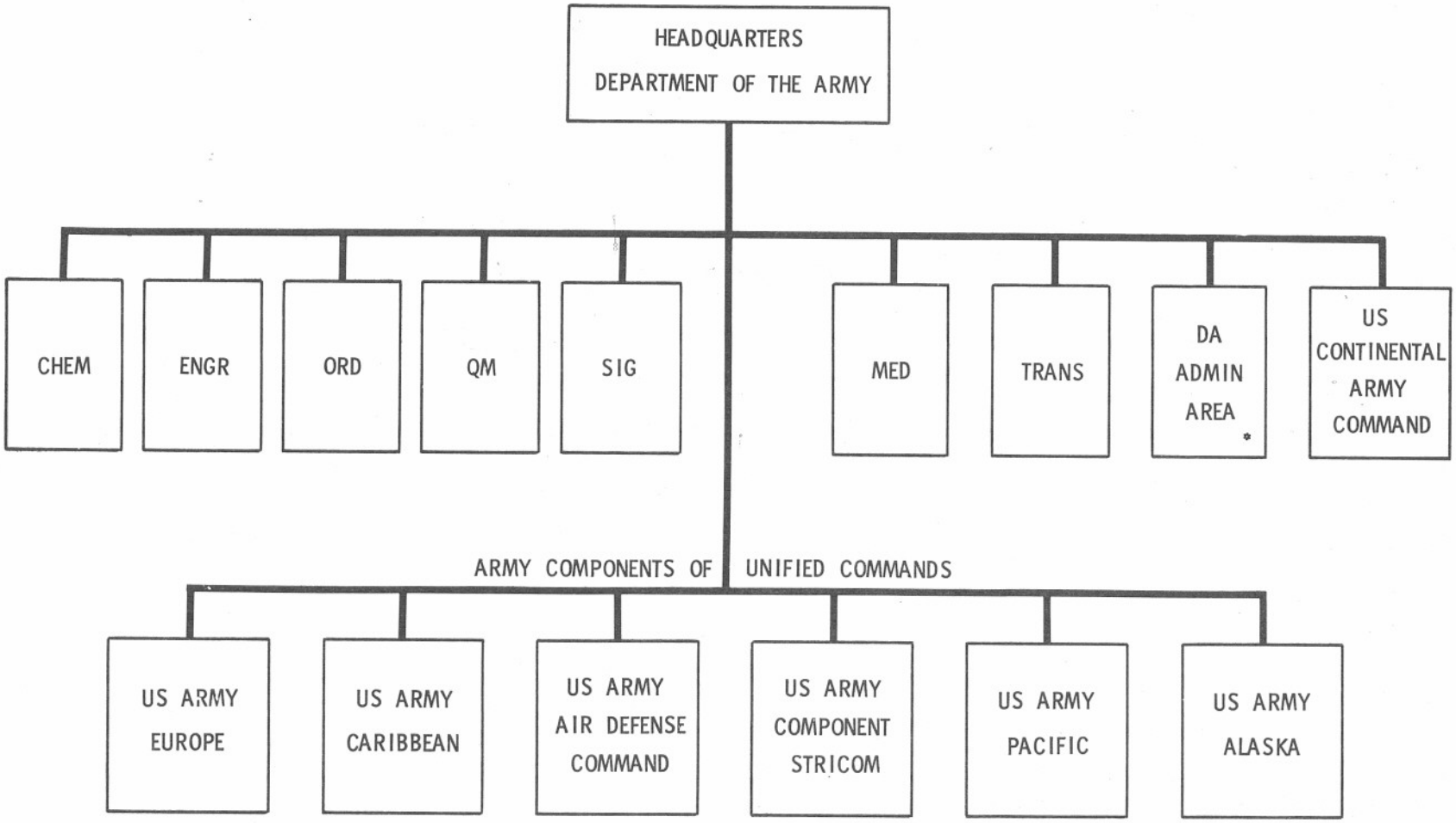
SECTION 4

Section 4 permits the Secretary of the Army, if he considers it necessary, to delay beyond the effective date of the Reorganization Order the abolition of any office or transfer of any functions. This permits an orderly transition.

SECTION 5

Section 5 establishes the effective date of the Order.

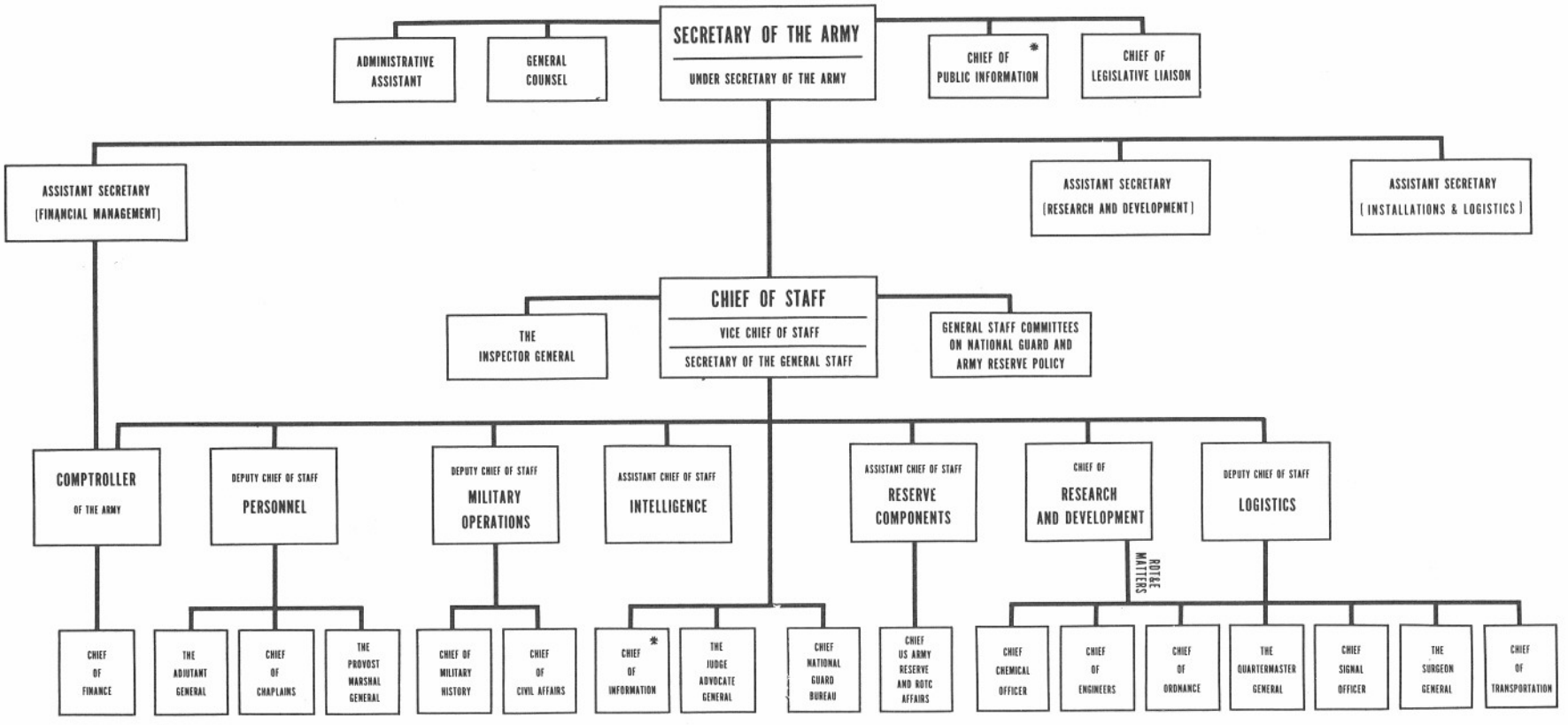
PRESENT DEPARTMENT OF THE ARMY MAJOR COMMAND STRUCTURE



* Includes Army Security Agency, Army Audit Agency, United States Military Academy, Army War College; Army Personnel assigned to Defense Atomic Support Agency, National War College, Defense Supply and Telephone Services; and other activities in support of the Office, Secretary of Defense, Joint Chiefs of Staff, North Atlantic Treaty Organization and Unified and Specified Commands.

FIGURE 1

ORGANIZATION OF THE HQS DEPARTMENT OF THE ARMY



* THE CHIEF OF PUBLIC INFORMATION ALSO SERVES AS CHIEF OF INFORMATION.

FIGURE 2

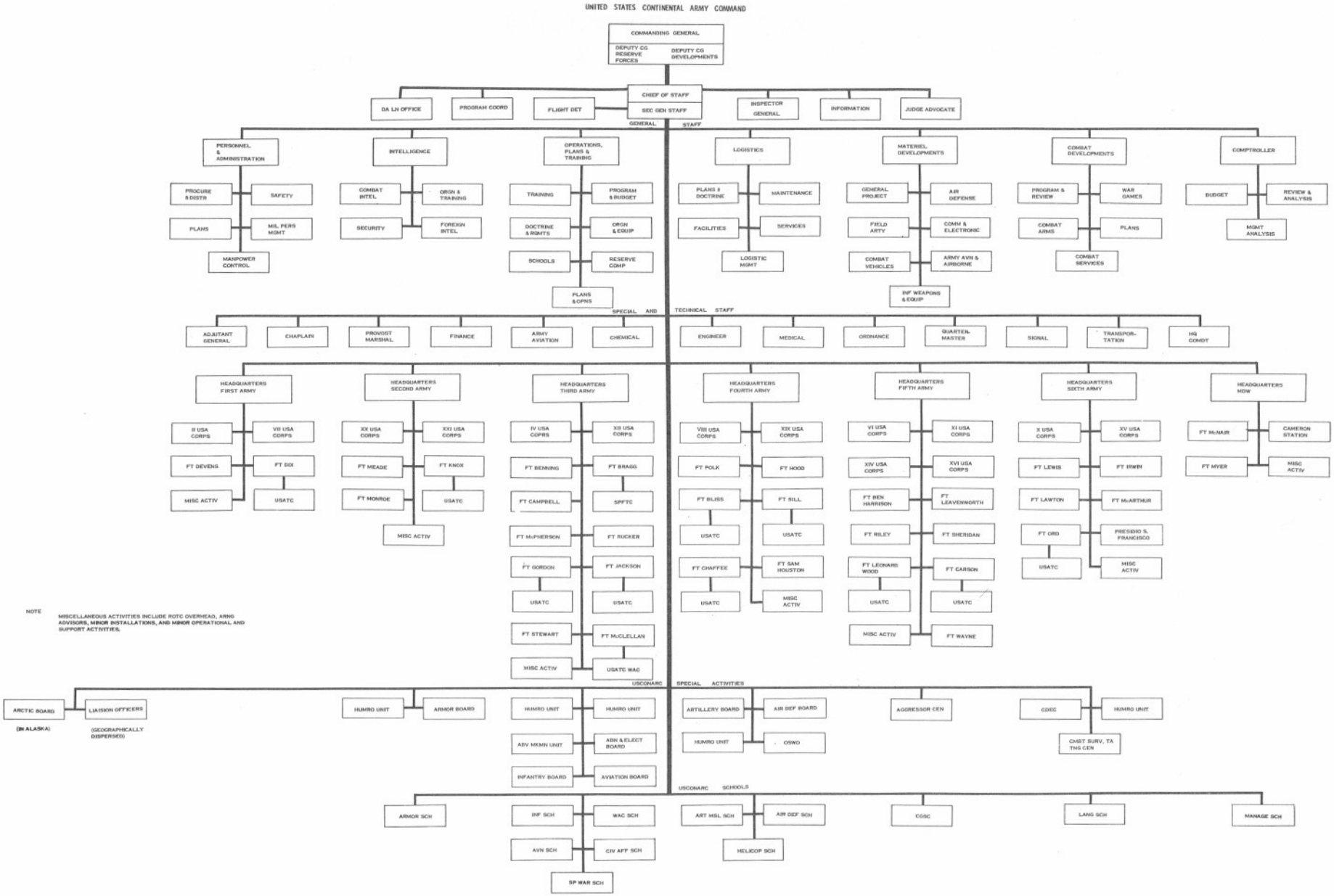
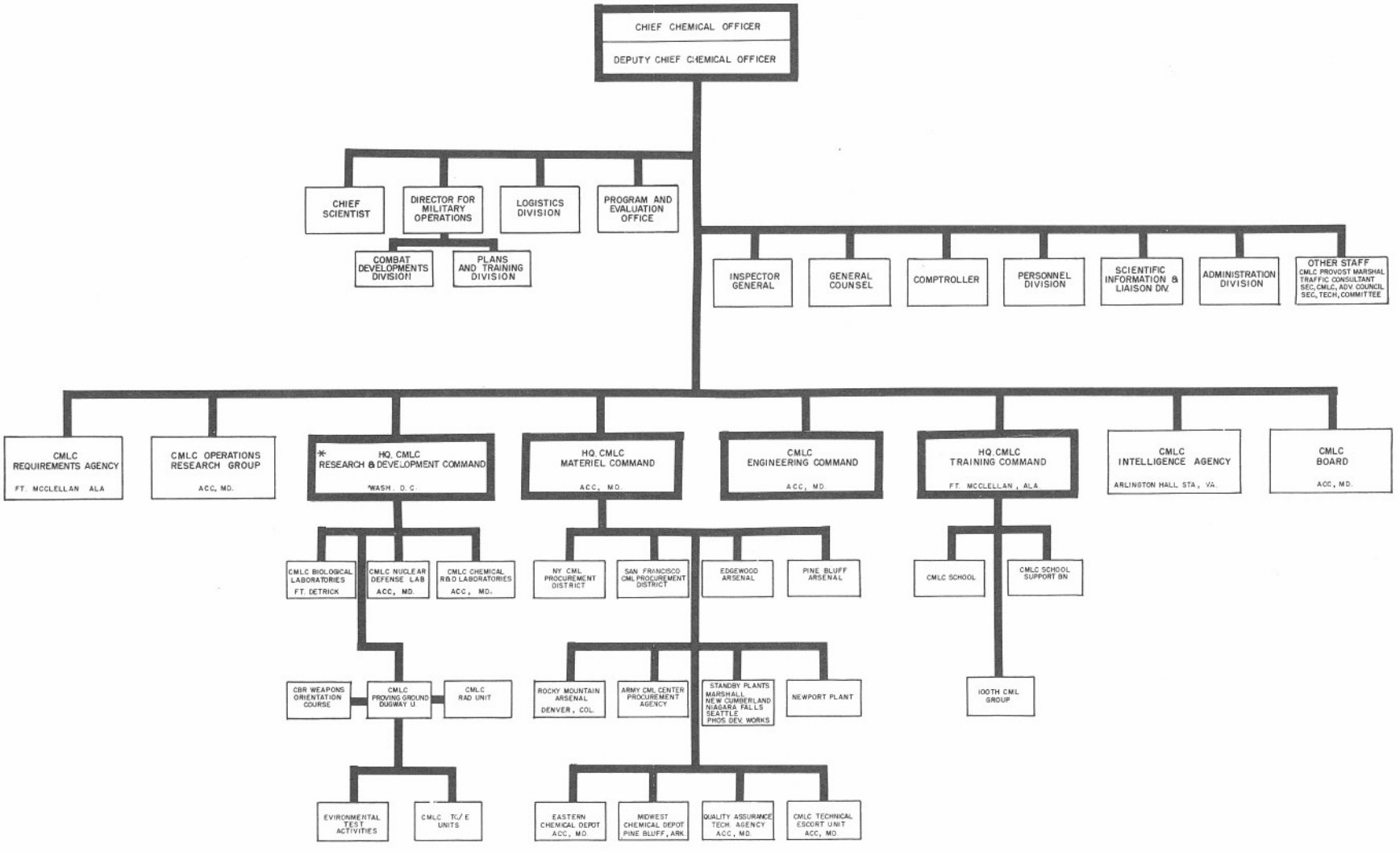

UNITED STATES CONTINENTAL ARMY COMMAND
COMMANDING GENERAL
DEPUTY CG RESERVE FORCES
DEPUTY CG DEVELOPMENTS
CHIEF OF STAFF
SEC GEN STAFF
DA LN OFFICE
PROGRAM COORD
FLIGHT DET
INSPECTOR GENERAL
INFORMATION
JUDGE ADVOCATE
GENERAL STAFF
PERSONNEL & ADMINISTRATION
PROCURE & DISTR
SAFETY
PLANS
MIL PERS MGMT
MANPOWER CONTROL
INTELLIGENCE
COMBAT INTEL
ORGN & TRAINING
SECURITY
FOREIGN INTEL
OPERATIONS, PLANS & TRAINING
TRAINING
PROGRAM & BUDGET
DOCTRINE & RQMTS
ORGN & EQUIP
SCHOOLS
RESERVE COMP
PLANS & OPNS
LOGISTICS
PLANS & DOCTRINE
MAINTENANCE
FACILITIES
SERVICES
LOGISTIC MGMT
MATERIEL DEVELOPMENTS
GENERAL PROJECT
AIR DEFENSE
FIELD ARTY
COMM & ELECTRONIC
COMBAT VEHICLES
ARMY AVN & AIRBORNE
INF WEAPONS & EQUIP
COMBAT DEVELOPMENTS
PROGRAM & REVIEW
WAR GAMES
COMBAT ARMS
PLANS
COMBAT SERVICES
COMPTROLLER
BUDGET
REVIEW & ANALYSIS
MGMT ANALYSIS
SPECIAL AND TECHNICAL STAFF
ADJUTANT GENERAL
CHAPLAIN
PROVOST MARSHAL
FINANCE
ARMY AVIATION
CHEMICAL
ENGINEER
MEDICAL
ORDNANCE
QUARTER-MASTER
SIGNAL
TRANSPOR-TATION
HQ COMDT
HEADQUARTERS FIRST ARMY
II USA CORPS
VII USA CORPS
FT DEVENS
FT DIX
MISC ACTIV
USATC
HEADQUARTERS SECOND ARMY
XX USA CORPS
XXI USA CORPS
FT MEADE
FT KNOX
FT MONROE
USATC
MISC ACTIV
HEADQUARTERS THIRD ARMY
IV USA CORPS
XII USA CORPS
FT BENNING
FT BRAGG
FT CAMPBELL
SPFTC
FT McPHERSON
FT RUCKER
FT GORDON
FT JACKSON
USATC
USATC
FT STEWART
FT McCLELLAN
MISC ACTIV
USATC WAC
HEADQUARTERS FOURTH ARMY
VIII USA CORPS
XIX USA CORPS
FT POLK
FT HOOD
FT BLISS
FT SILL
USATC
USATC
FT CHAFFEE
FT SAM HOUSTON
USATC
MISC ACTIV
HEADQUARTERS FIFTH ARMY
VI USA CORPS
XI USA CORPS
XIV USA CORPS
XVI USA CORPS
FT BEN HARRISON
FT LEAVENWORTH
FT RILEY
FT SHERIDAN
FT LEONARD WOOD
FT CARSON
USATC
USATC
MISC ACTIV
FT WAYNE
HEADQUARTERS SIXTH ARMY
X USA CORPS
XV USA CORPS
FT LEWIS
FT IRWIN
FT LAWTON
FT McARTHUR
FT ORD
PRESIDIO S. FRANCISCO
USATC
MISC ACTIV
HEADQUARTERS MDW
FT McNAIR
CAMERON STATION
FT MYER
MISC ACTIV
NOTE
MISCELLANEOUS ACTIVITIES INCLUDE ROTC OVERHEAD, ARNG ADVISORS, MINOR INSTALLATIONS, AND MINOR OPERATIONAL AND SUPPORT ACTIVITIES.
USCONARC SPECIAL ACTIVITIES
ARCTIC BOARD
(IN ALASKA)
LIAISON OFFICERS
(GEOGRAPHICALLY DISPERSED)
HUMRO UNIT
ARMOR BOARD
HUMRO UNIT
HUMRO UNIT
ADV MKMN UNIT
ABN & ELDCT BOARD
INFANTRY BOARD
AVIATION BOARD
ARTILLERY BOARD
AIR DEF BOARD
HUMRO UNIT
OSWD
AGGRESSOR CEN
CDEC
HUMRO UNIT
CMBT SURV, TA TNG CEN
USCONARC SCHOOLS
ARMOR SCH
INF SCH
WAC SCH
AVN SCH
CIV AFF SCH
SP WAR SCH
ART MSL SCH
AIR DEF SCH
HELICOP SCH
CGSC
LANG SCH
MANAGE SCH

FIGURE 3

PRESENT ORGANIZATION
U. S. ARMY CHEMICAL CORPS



* NOTE: PROVIDES COORDINATING STAFF FOR CHIEF CHEMICAL OFFICER

FIGURE 4

PRESENT ORGANIZATION U. S. ARMY CORPS OF ENGINEERS

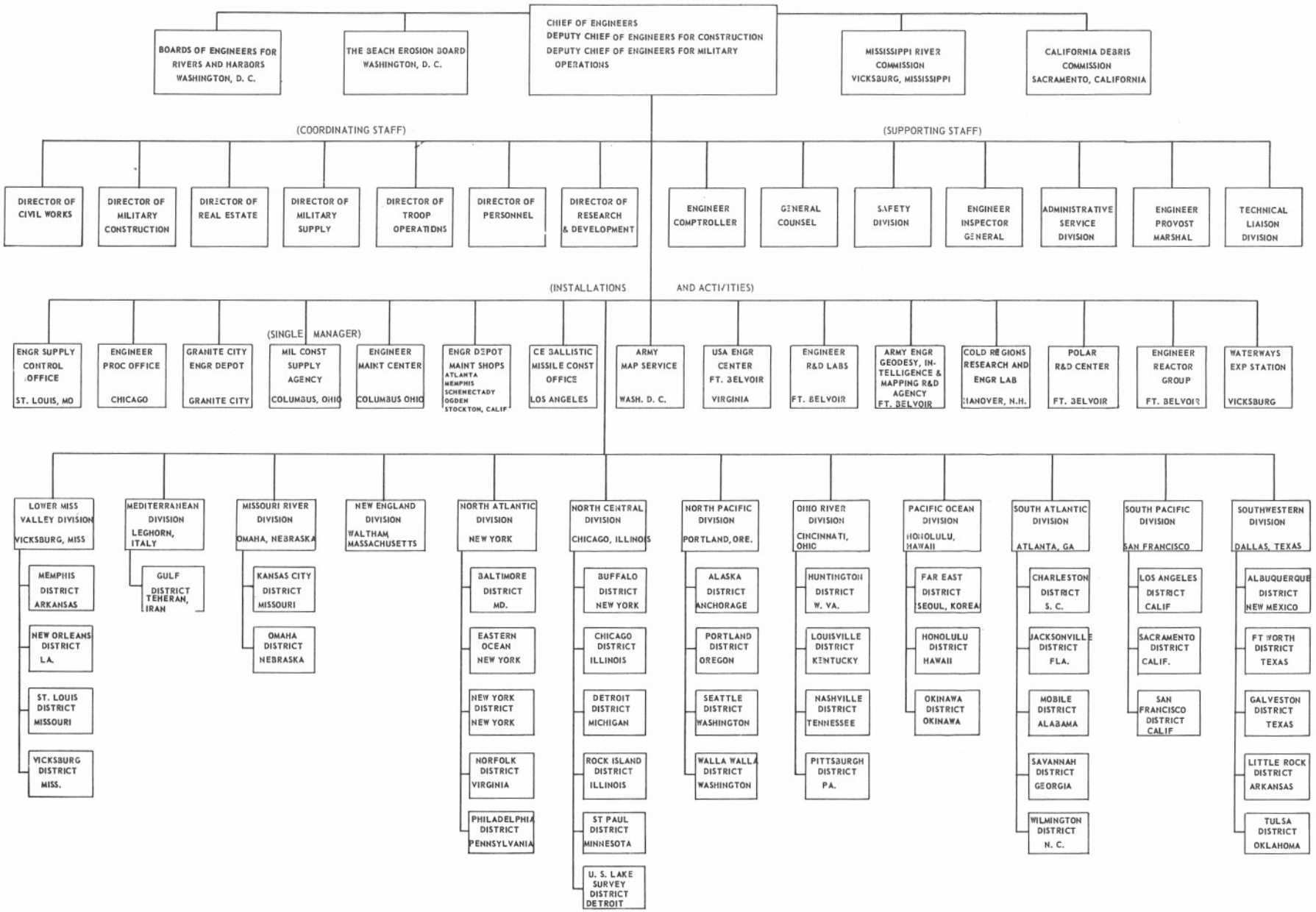


FIGURE 5

PRESENT ORGANIZATION U. S. ARMY ORDNANCE CORPS

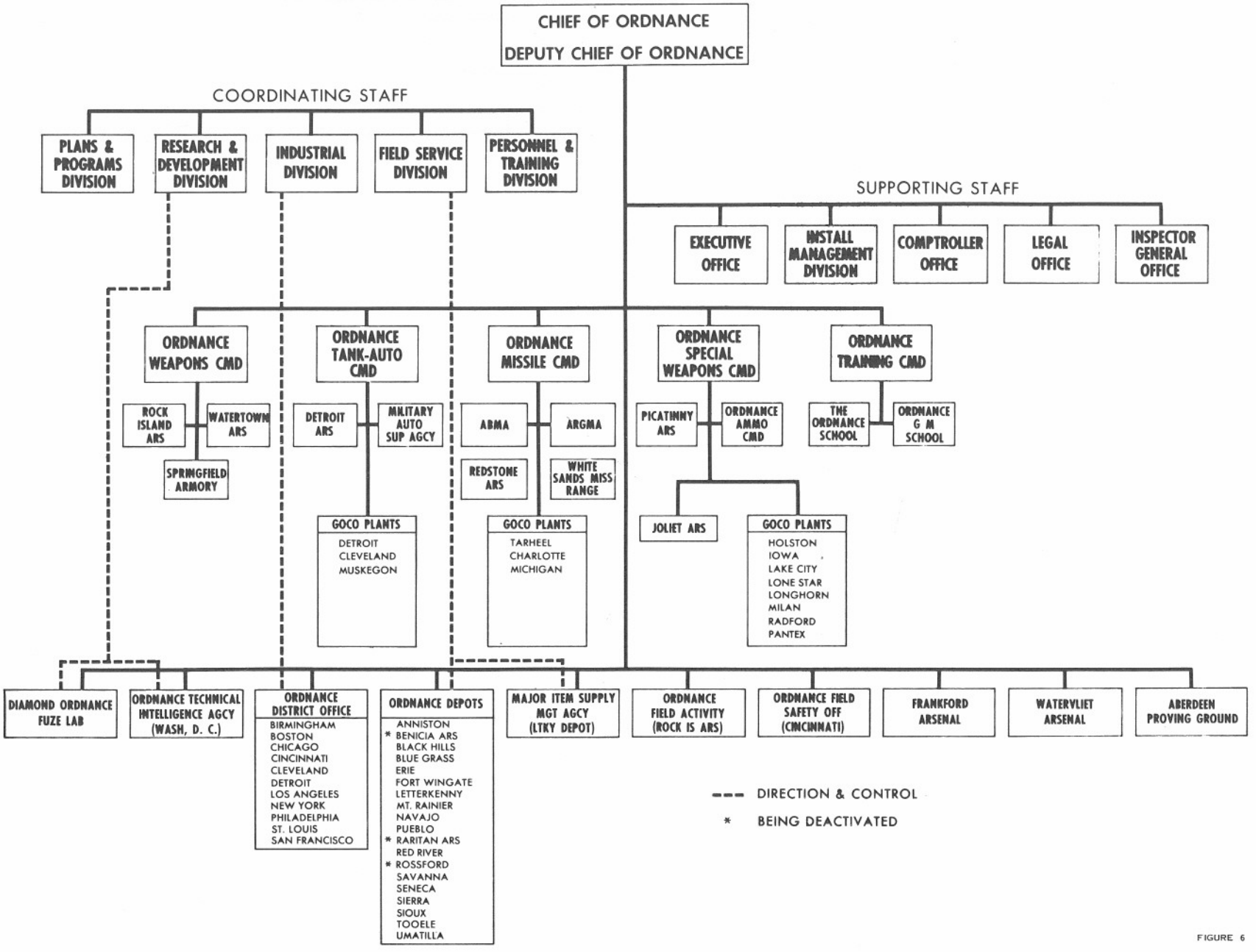


FIGURE 6

PRESENT ORGANIZATION - U. S. ARMY QUARTERMASTER

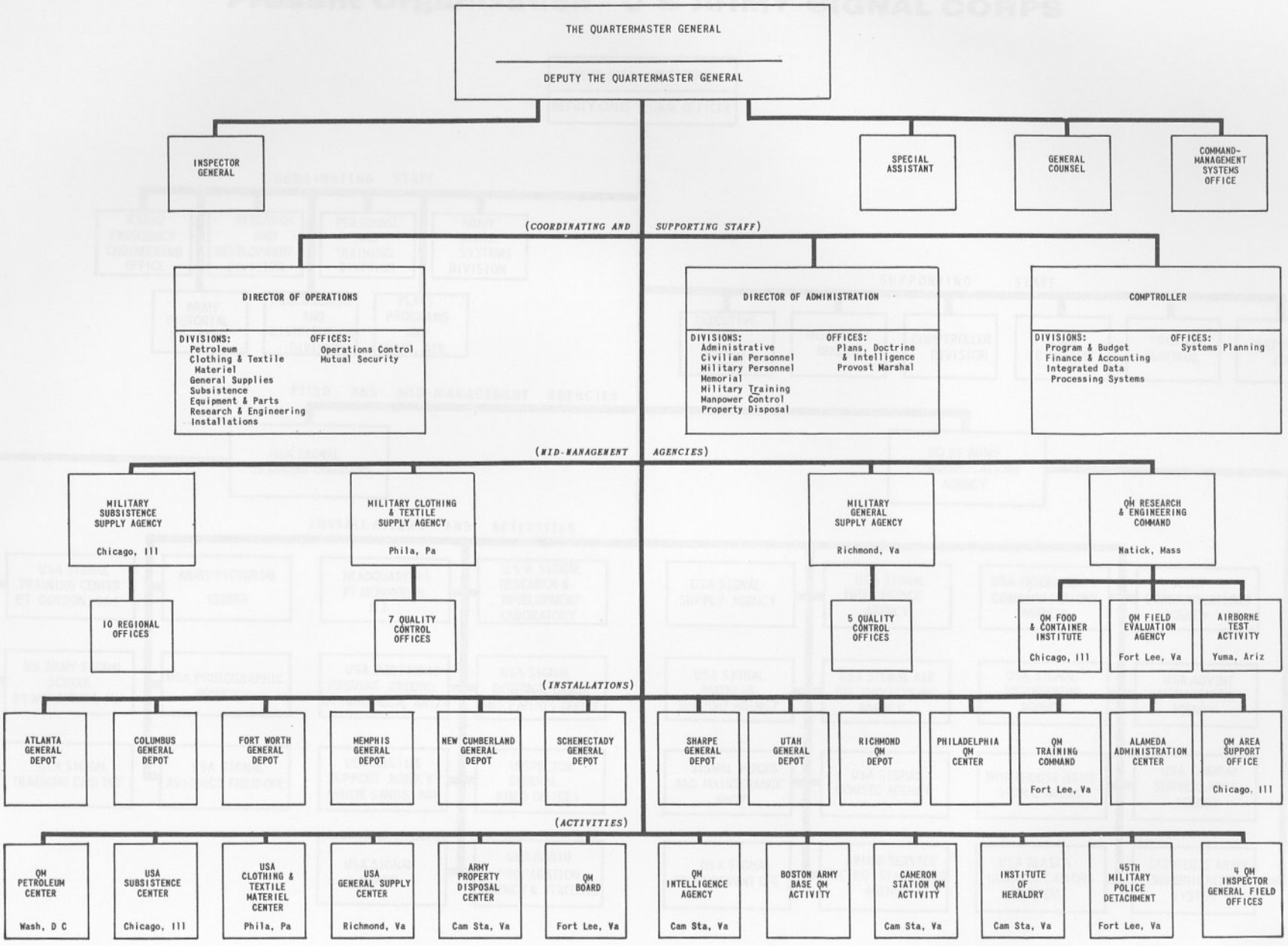


FIGURE 7

Present Organization - U S ARMY SIGNAL CORPS

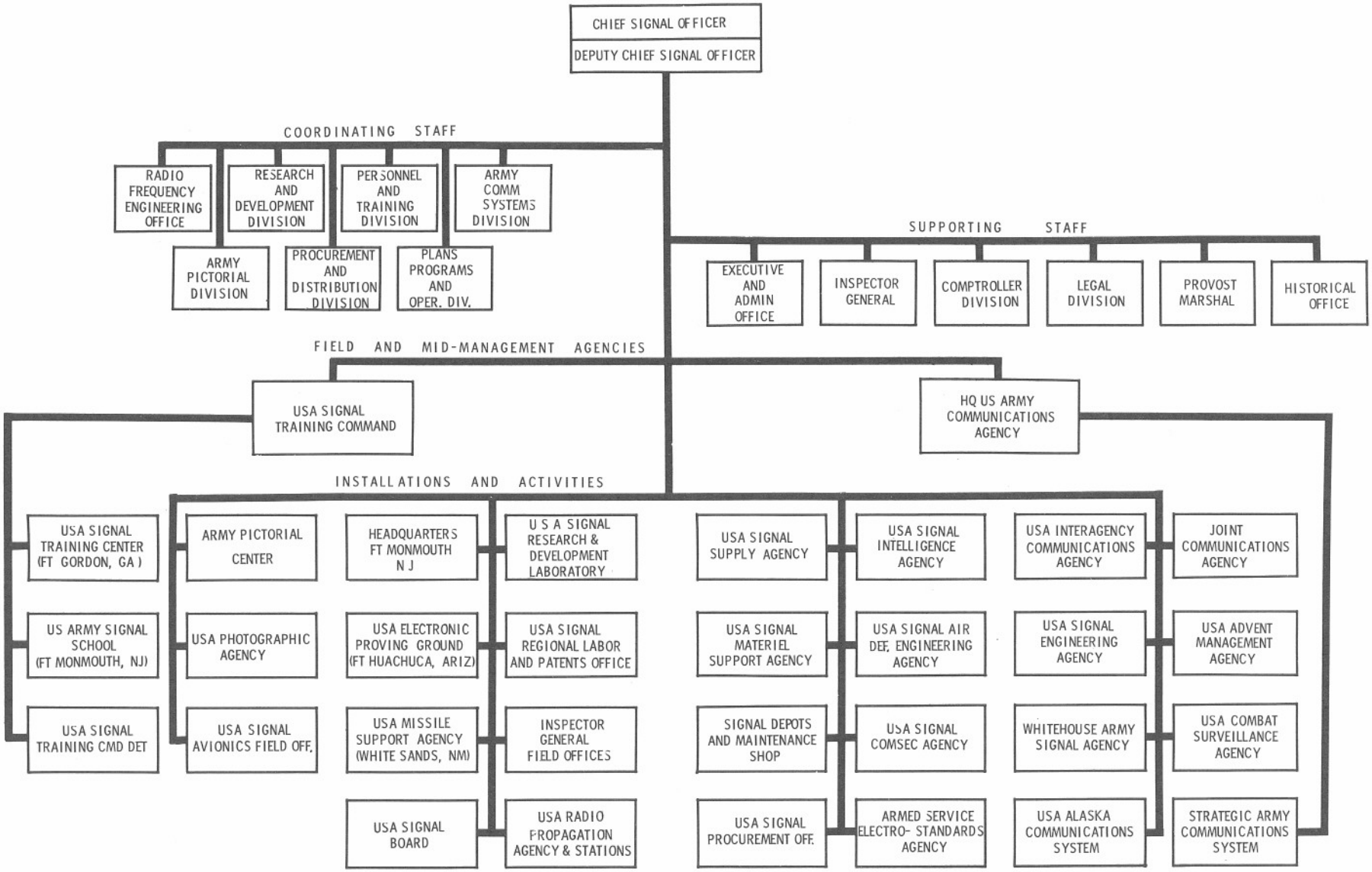


FIGURE 8

ORGANIZATIONAL STRUCTURE OF THE TRANSPORTATION CORPS

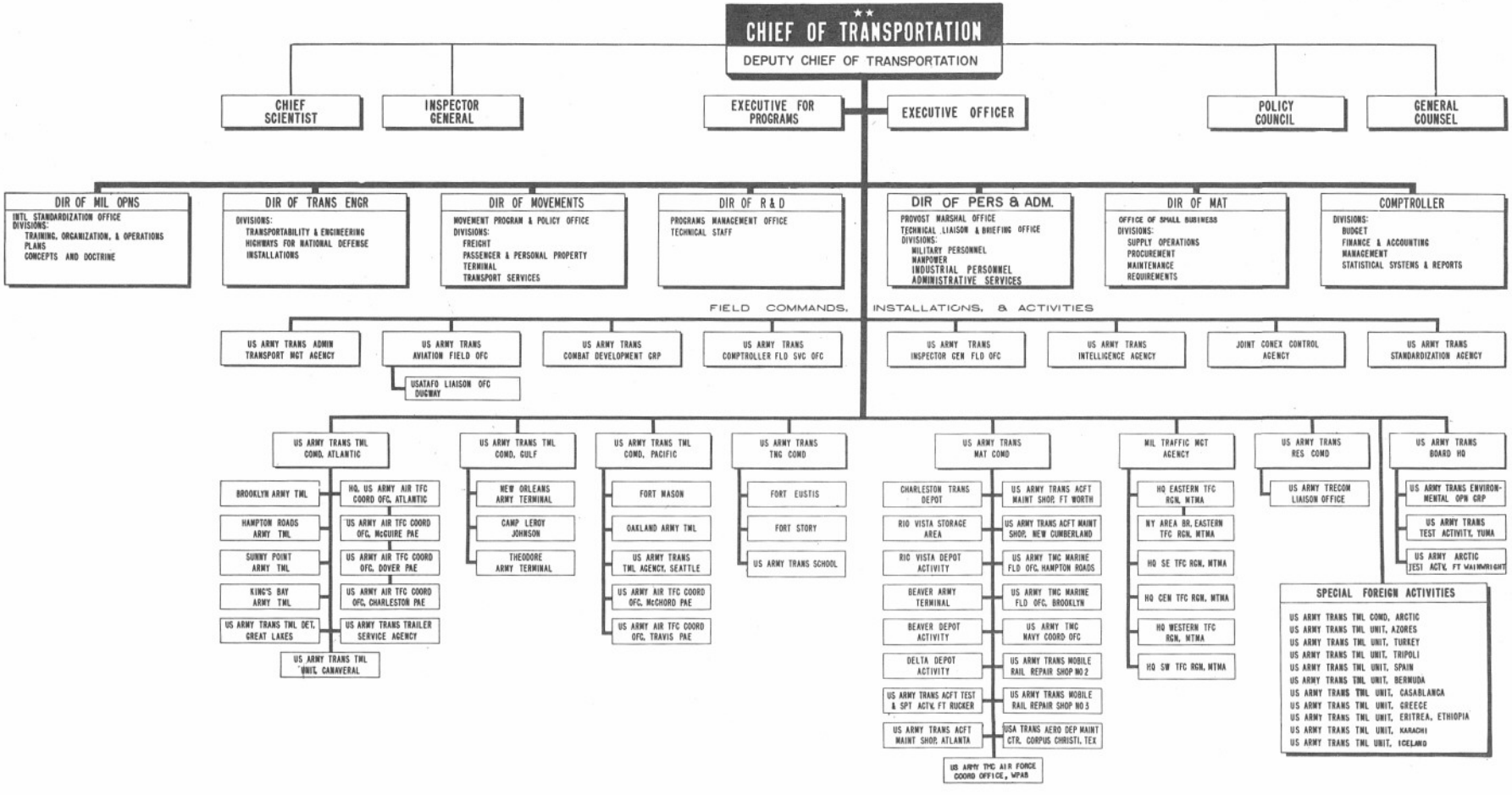
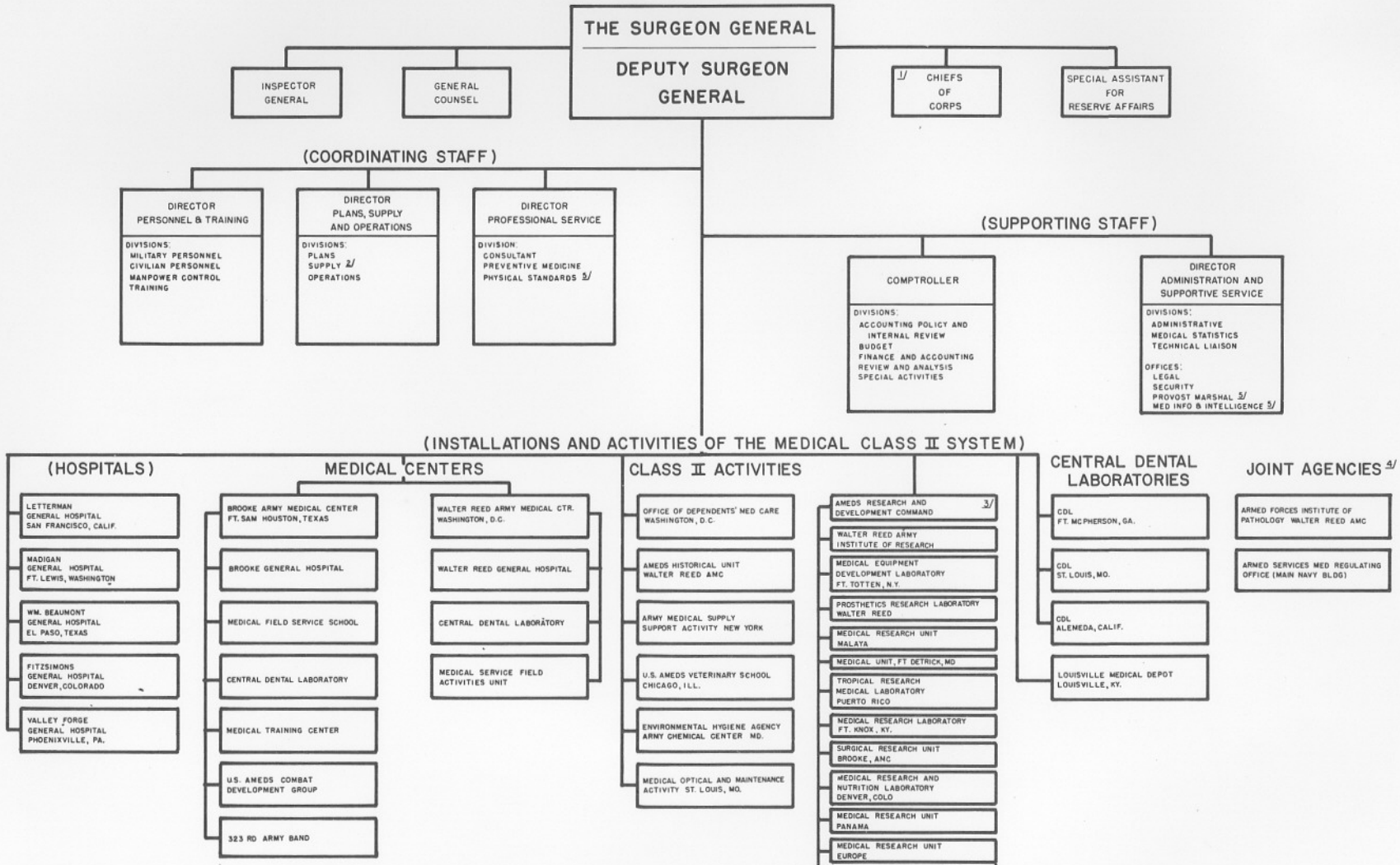


FIGURE 9

PRESENT ORGANIZATION
U. S. ARMY MEDICAL SERVICE
OTSG AND CLASS II SYSTEM



1/ INCLUDES:
CHIEF DENTAL CORPS (ALSO SERVES AS ASST FOR DENTAL SVS)
CHIEF ARMY NURSE CORPS
CHIEF VETERINARY CORPS (ALSO SERVES AS ASST FOR VET SVS)
CHIEF ARMY MEDICAL SPECIALIST CORPS
CHIEF MEDICAL SERVICE CORPS

2/ MILITARY MEDICAL SUPPLY AGENCY, DEPT OF NAVY IS SINGLE MGR FOR MEDICAL SUPPLY

3/ COMMANDER OF USAMEDS R & D COMMAND IS ALSO SPECIAL ASSISTANT TO THE SURGEON GENERAL FOR R & D

4/ THESE AGENCIES MONITORED BY THE SURGEON GENERAL: AFIP-SURGEON GENERAL HAS BEEN DELEGATED MANAGEMENT CONTROL
ASMRO-SURGEON GENERAL EXECUTIVE REPRESENTATIVE OF ARMY C/S WHO IS EX AGENT

5/ STAFF ELEMENTS OF U.S. ARMY MEDICAL FIELD ACTIVITIES UNIT, WRAMC

FIGURE 10

CONCEPT OF
U. S. ARMY MATERIEL DEVELOPMENT AND LOGISTIC COMMAND

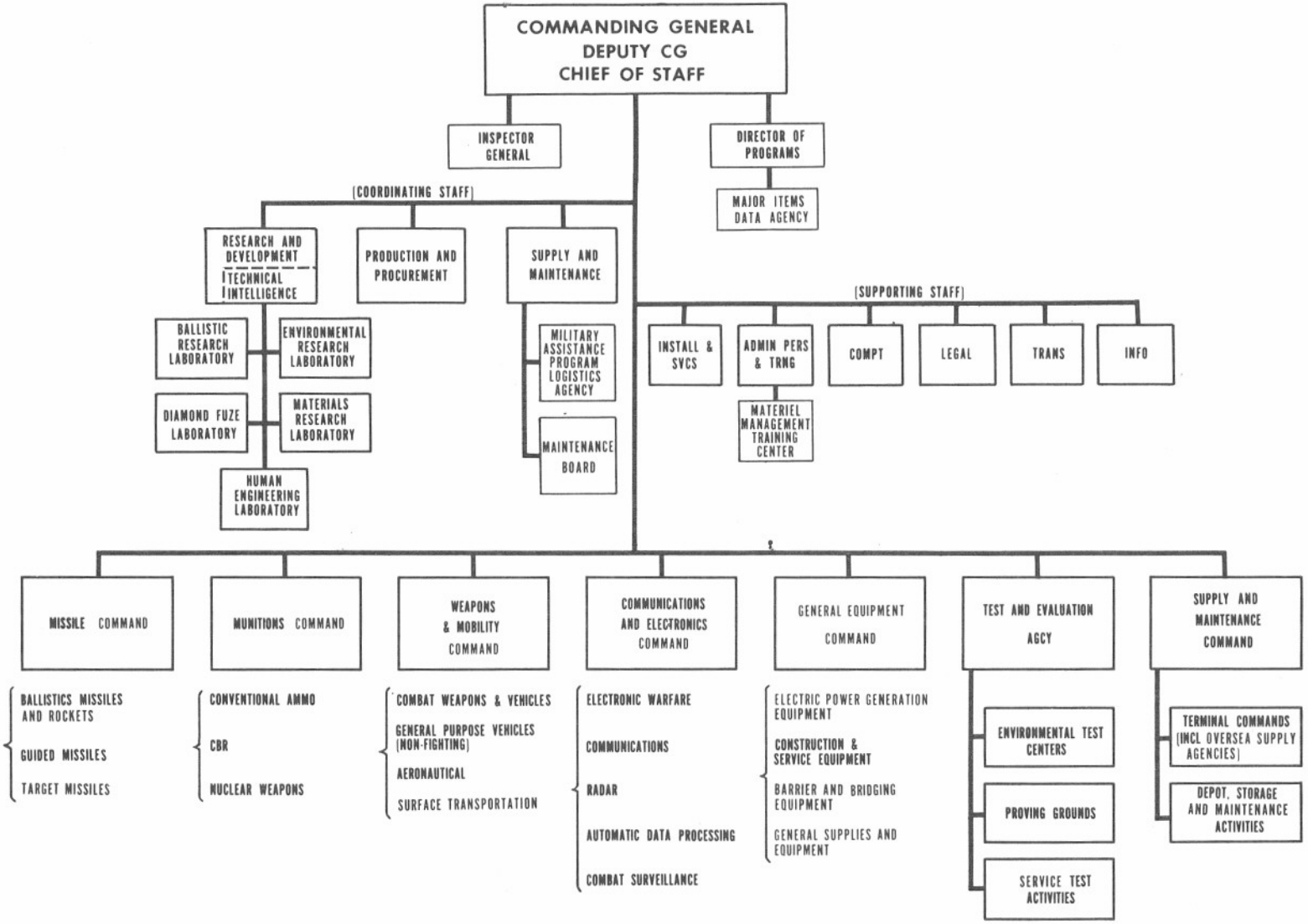
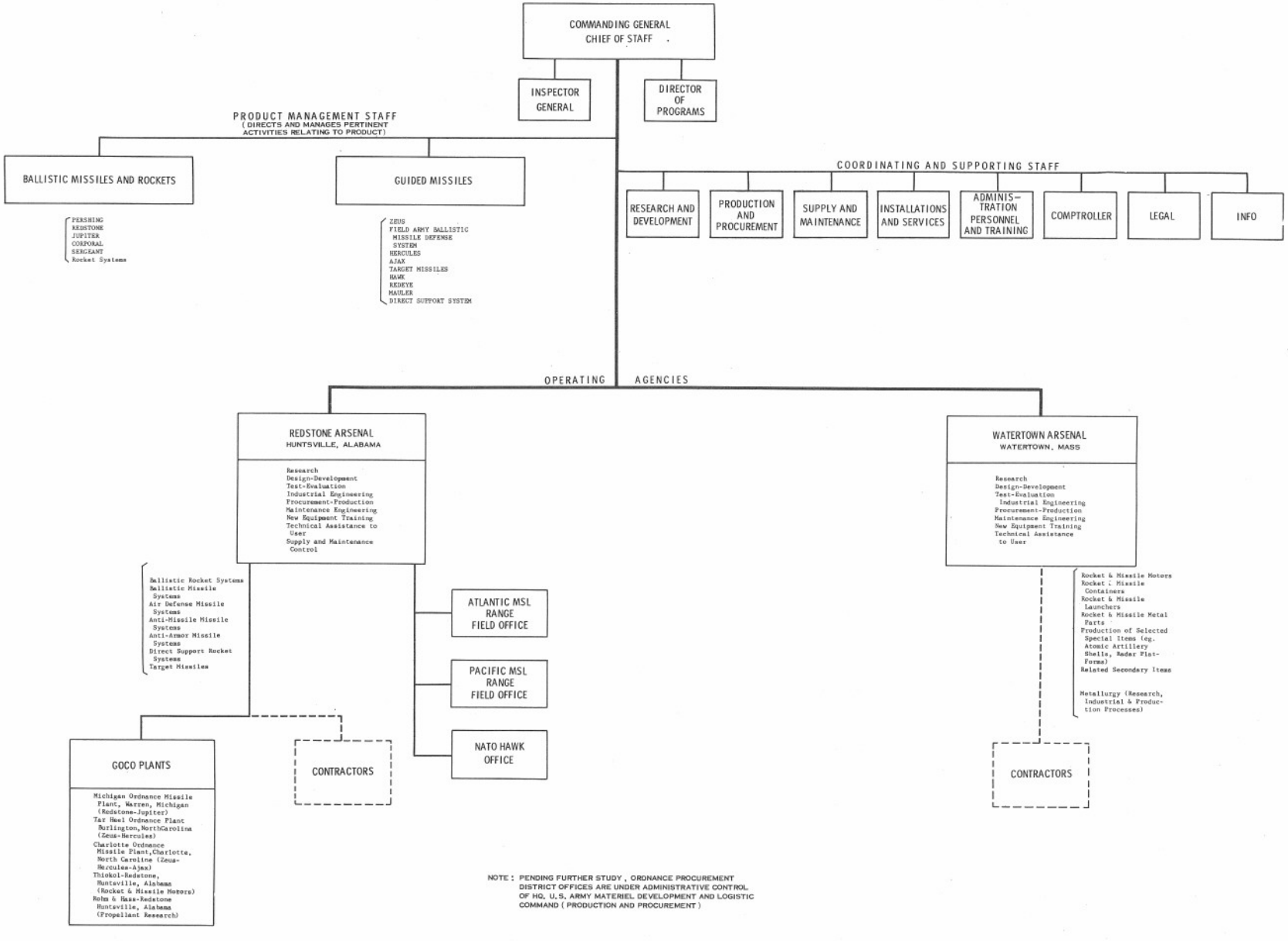


FIGURE 11

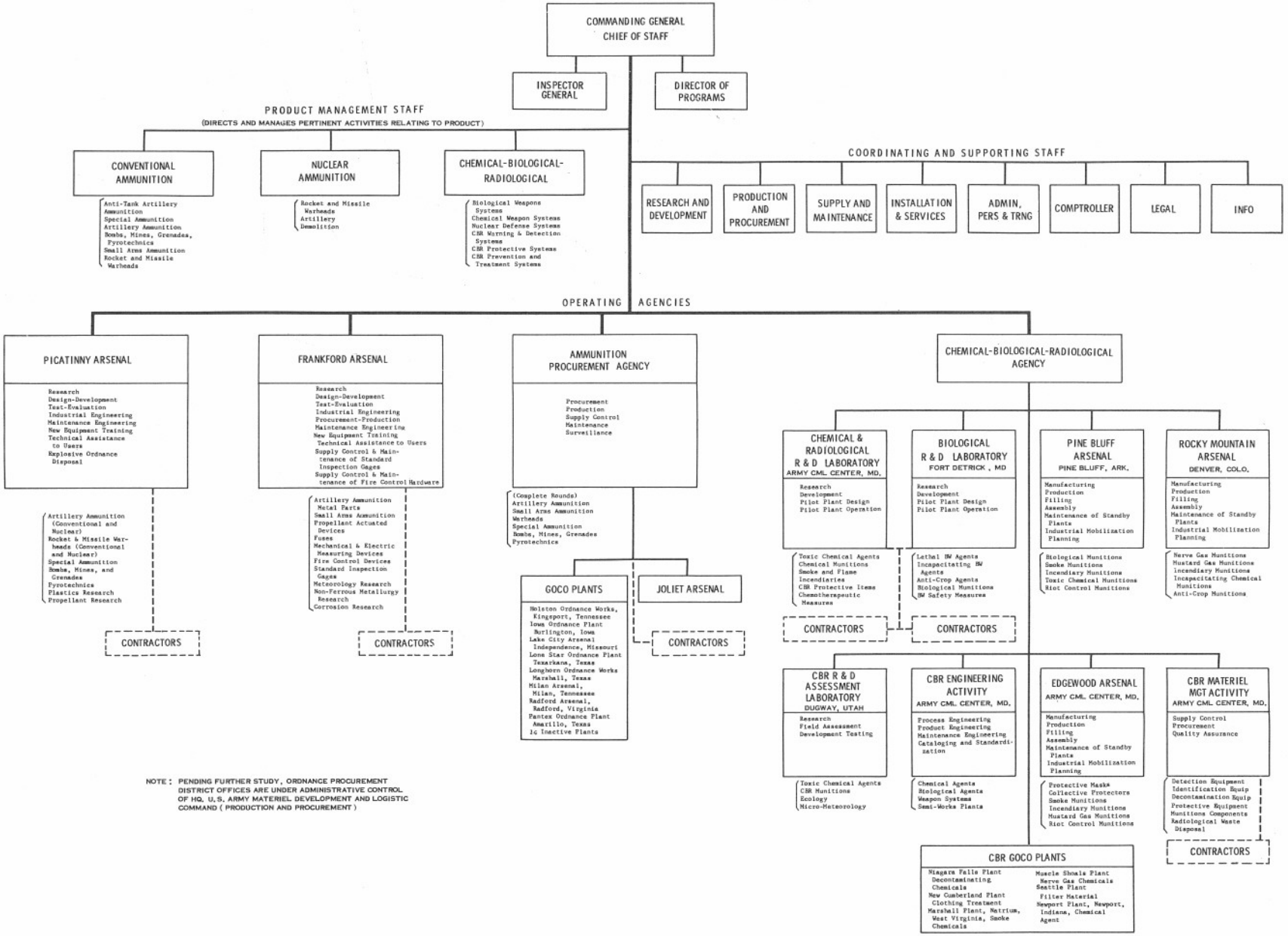
CONCEPT OF MISSILE COMMAND



NOTE: PENDING FURTHER STUDY, ORDNANCE PROCUREMENT DISTRICT OFFICES ARE UNDER ADMINISTRATIVE CONTROL OF HQ. U.S. ARMY MATERIEL DEVELOPMENT AND LOGISTIC COMMAND (PRODUCTION AND PROCUREMENT)

FIGURE 12

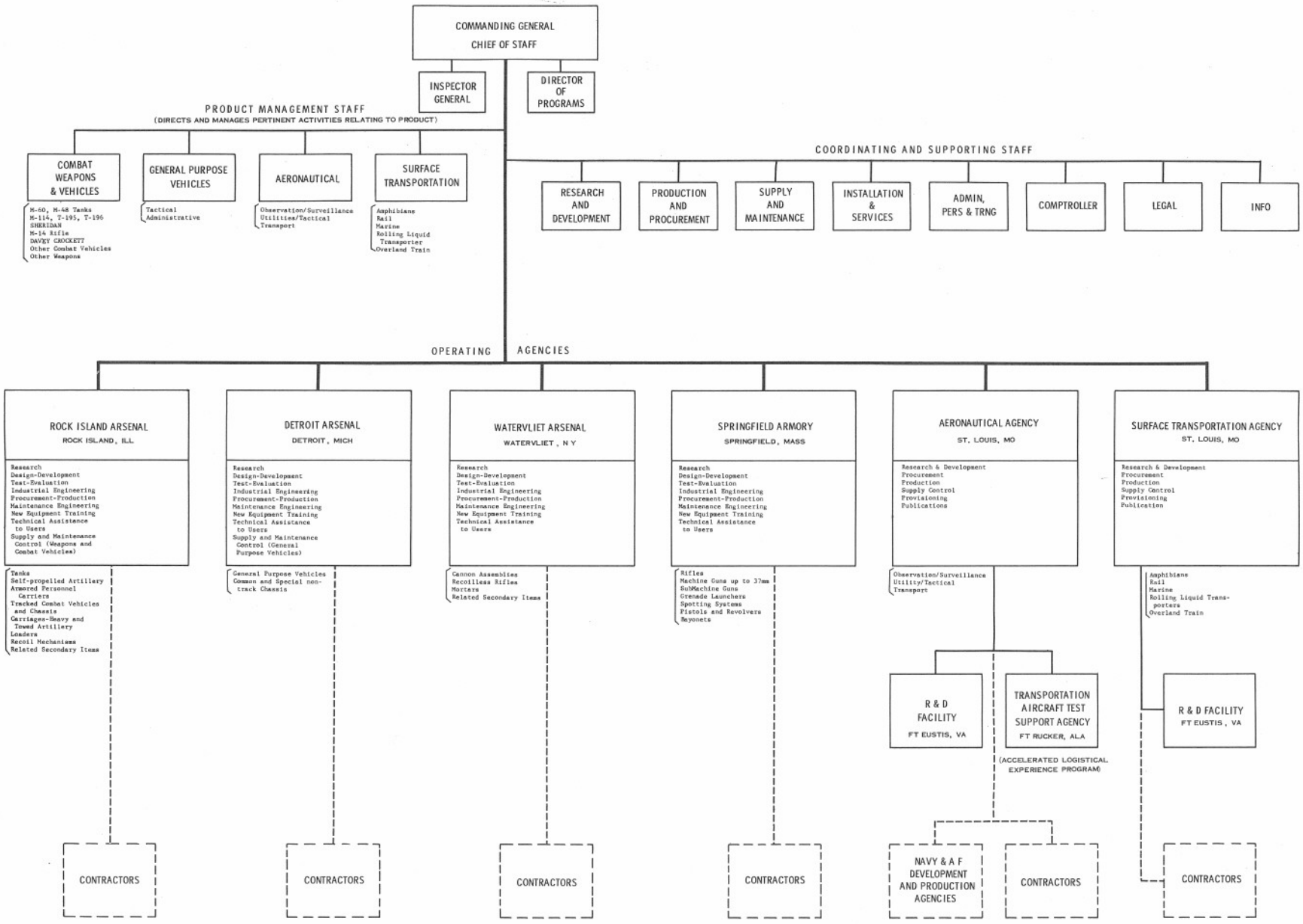
CONCEPT OF MUNITIONS COMMAND



NOTE: PENDING FURTHER STUDY, ORDNANCE PROCUREMENT DISTRICT OFFICES ARE UNDER ADMINISTRATIVE CONTROL OF HQ. U.S. ARMY MATERIEL DEVELOPMENT AND LOGISTIC COMMAND (PRODUCTION AND PROCUREMENT)

FIGURE 13

CONCEPT OF WEAPONS AND MOBILITY COMMAND



NOTE: PENDING FURTHER STUDY, ORDNANCE PROCUREMENT DISTRICT OFFICES ARE UNDER ADMINISTRATIVE CONTROL OF HQ, U.S. ARMY MATERIEL DEVELOPMENT AND LOGISTIC COMMAND (PRODUCTION AND PROCUREMENT)

FIGURE 14

CONCEPT OF COMMUNICATIONS AND ELECTRONICS COMMAND

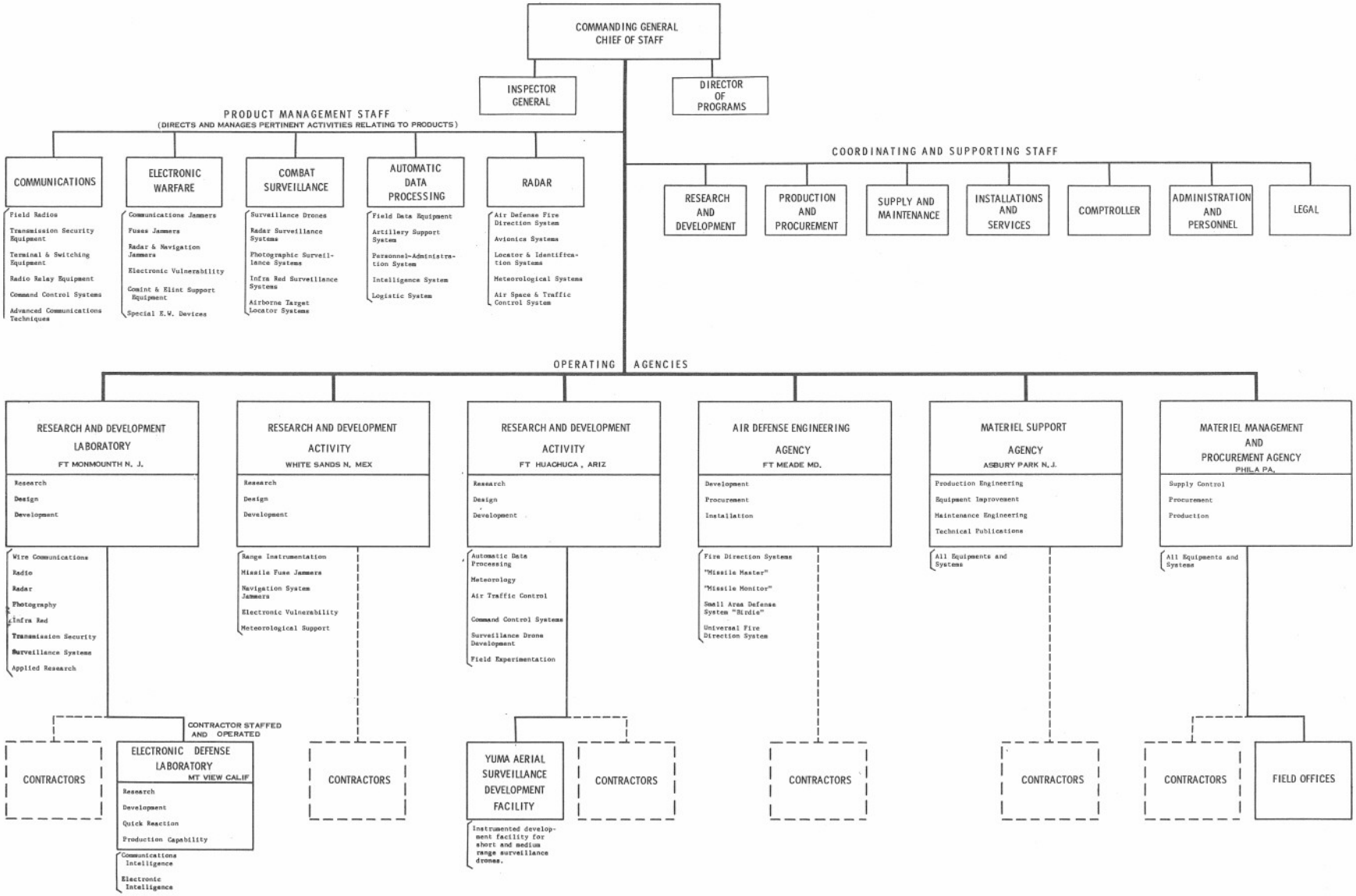


FIGURE 15

CONCEPT OF GENERAL EQUIPMENT COMMAND

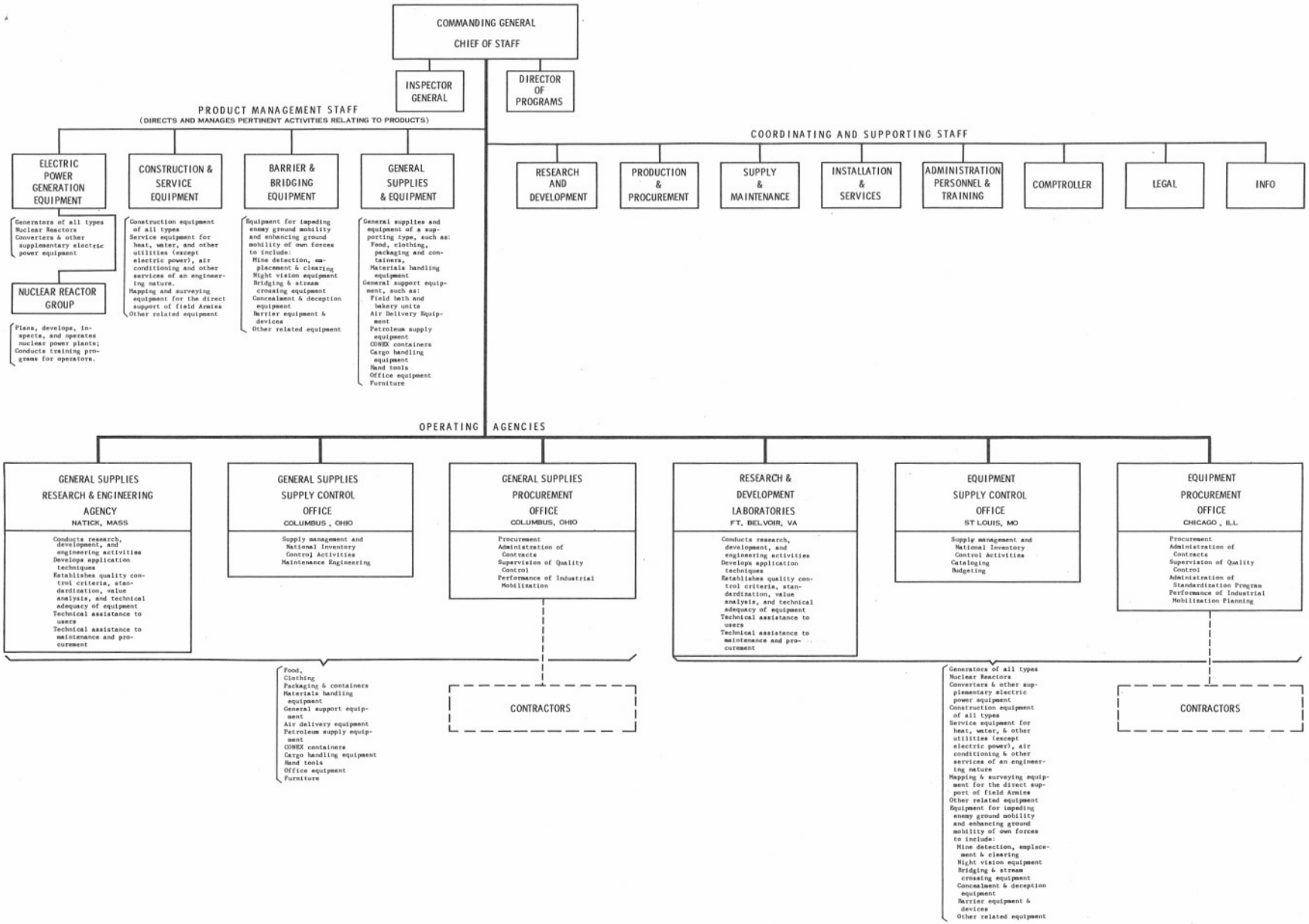


FIGURE 16

CONCEPT OF TEST AND EVALUATION AGENCY

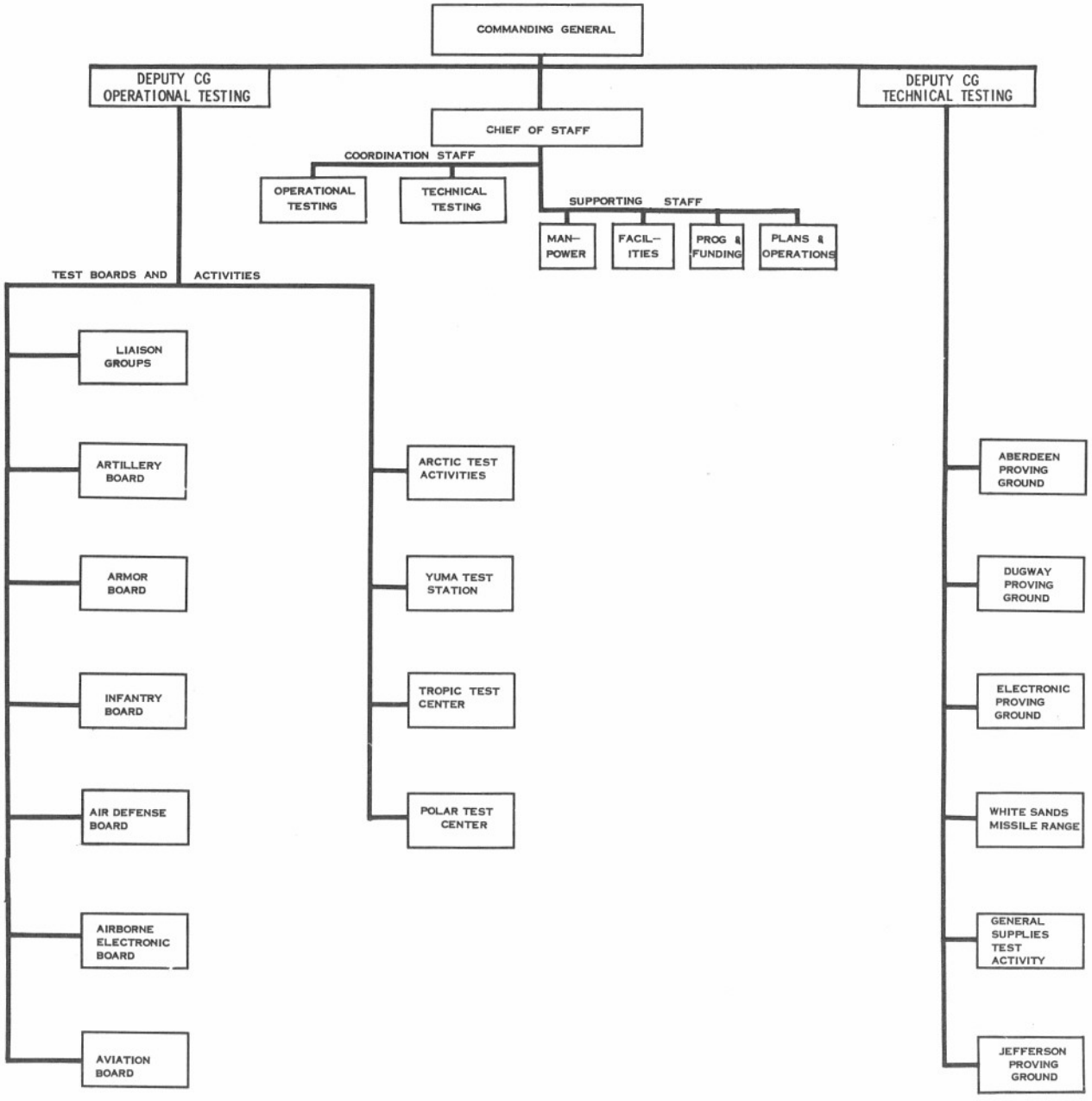
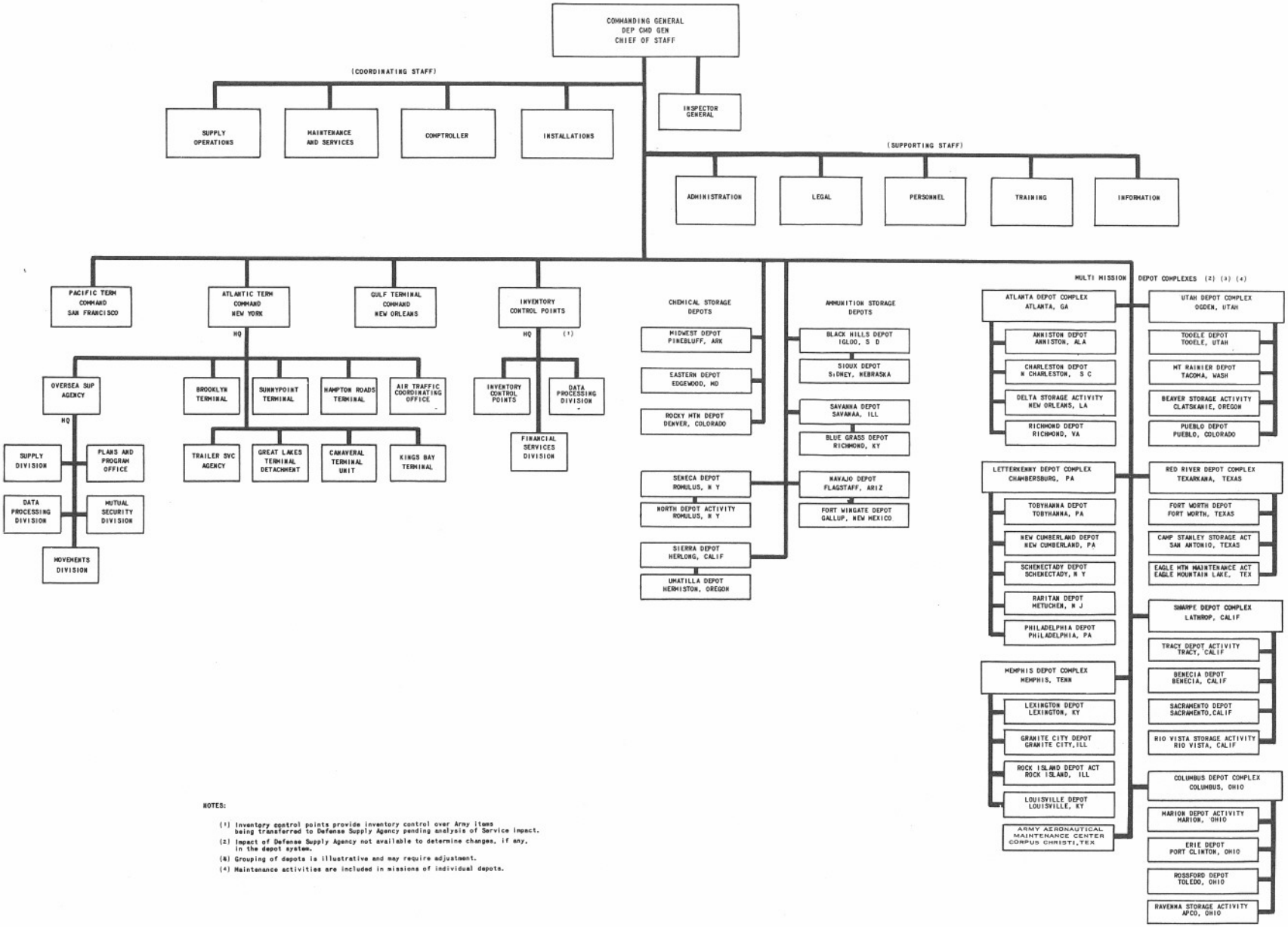


FIGURE 17

CONCEPT OF U S ARMY SUPPLY AND MAINTENANCE COMMAND



NOTES:

(1) Inventory control points provide inventory control over Army items being transferred to Defense Supply Agency pending analysis of Service impact.

(2) Impact of Defense Supply Agency not available to determine changes, if any, in the depot system.

(3) Grouping of depots is illustrative and may require adjustment.

(4) Maintenance activities are included in missions of individual depots.

FIGURE 18

CONCEPT OF

U.S. ARMY COMBAT DEVELOPMENTS COMMAND

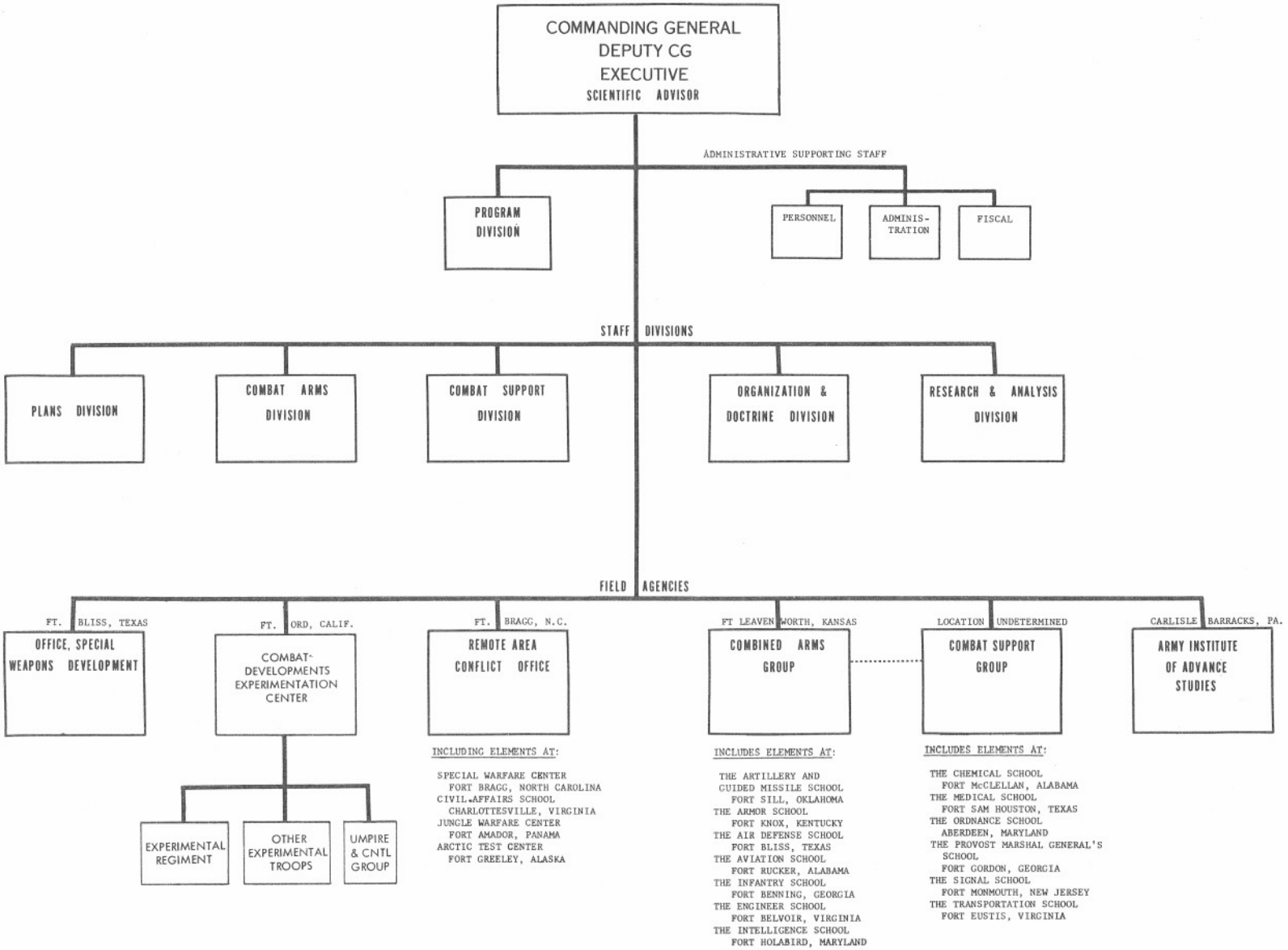


FIGURE 19

CONCEPT OF

UNITED STATES CONTINENTAL ARMY COMMAND

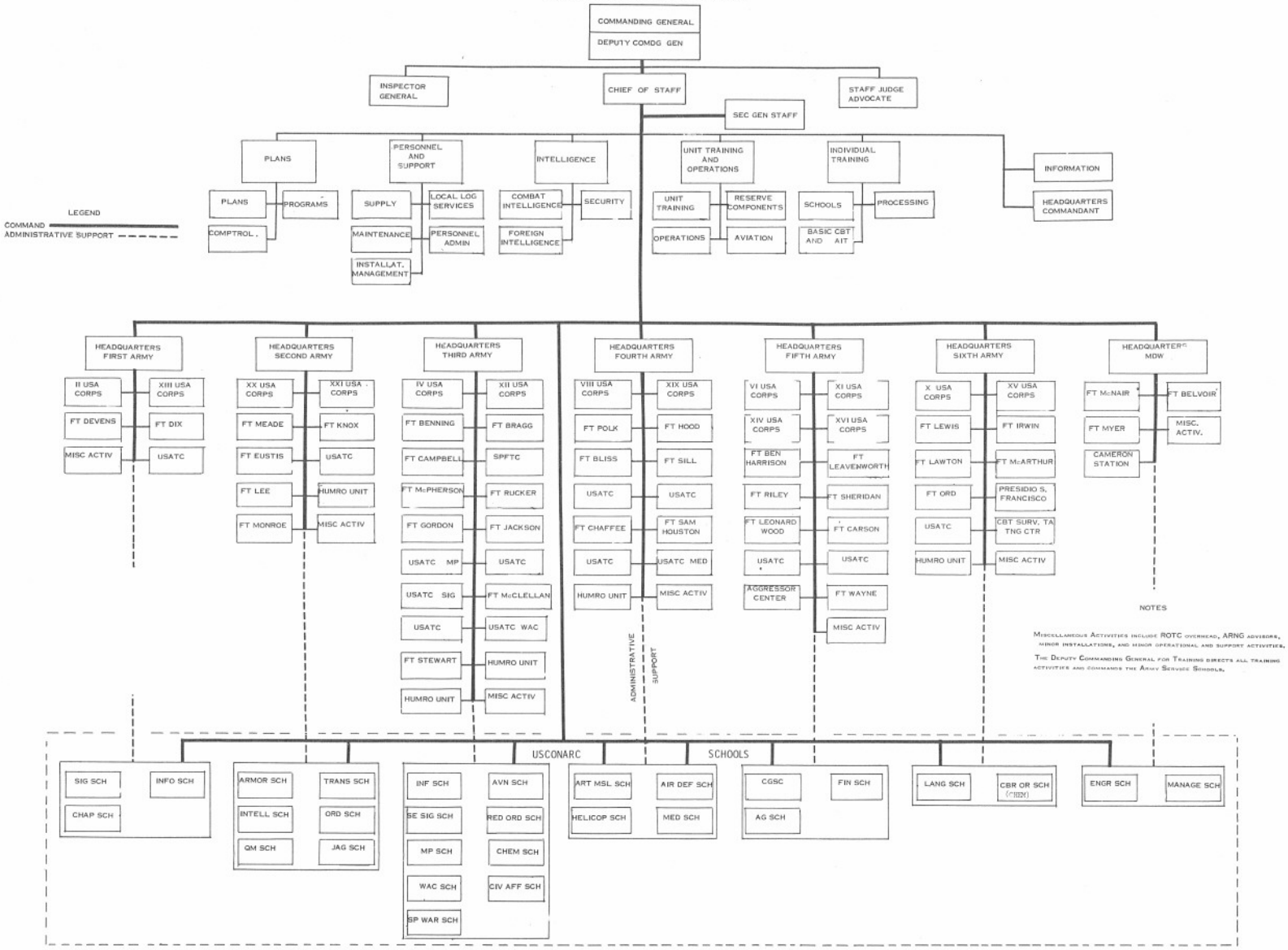


FIGURE 20

CONCEPT OF

UNITED STATES CONTINENTAL ARMY COMMAND

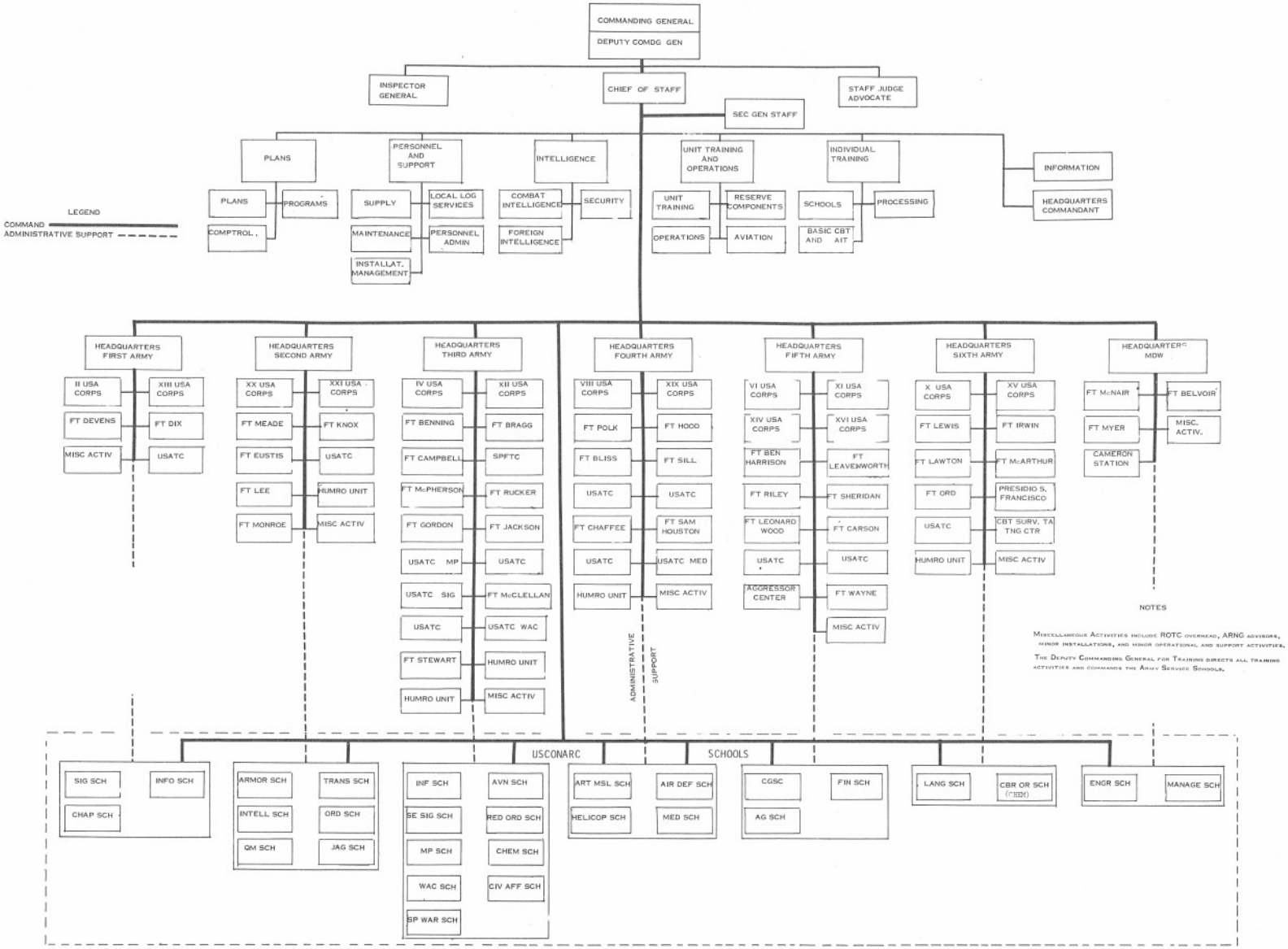


FIGURE 20

PROPOSED DA HQS ORGANIZATION

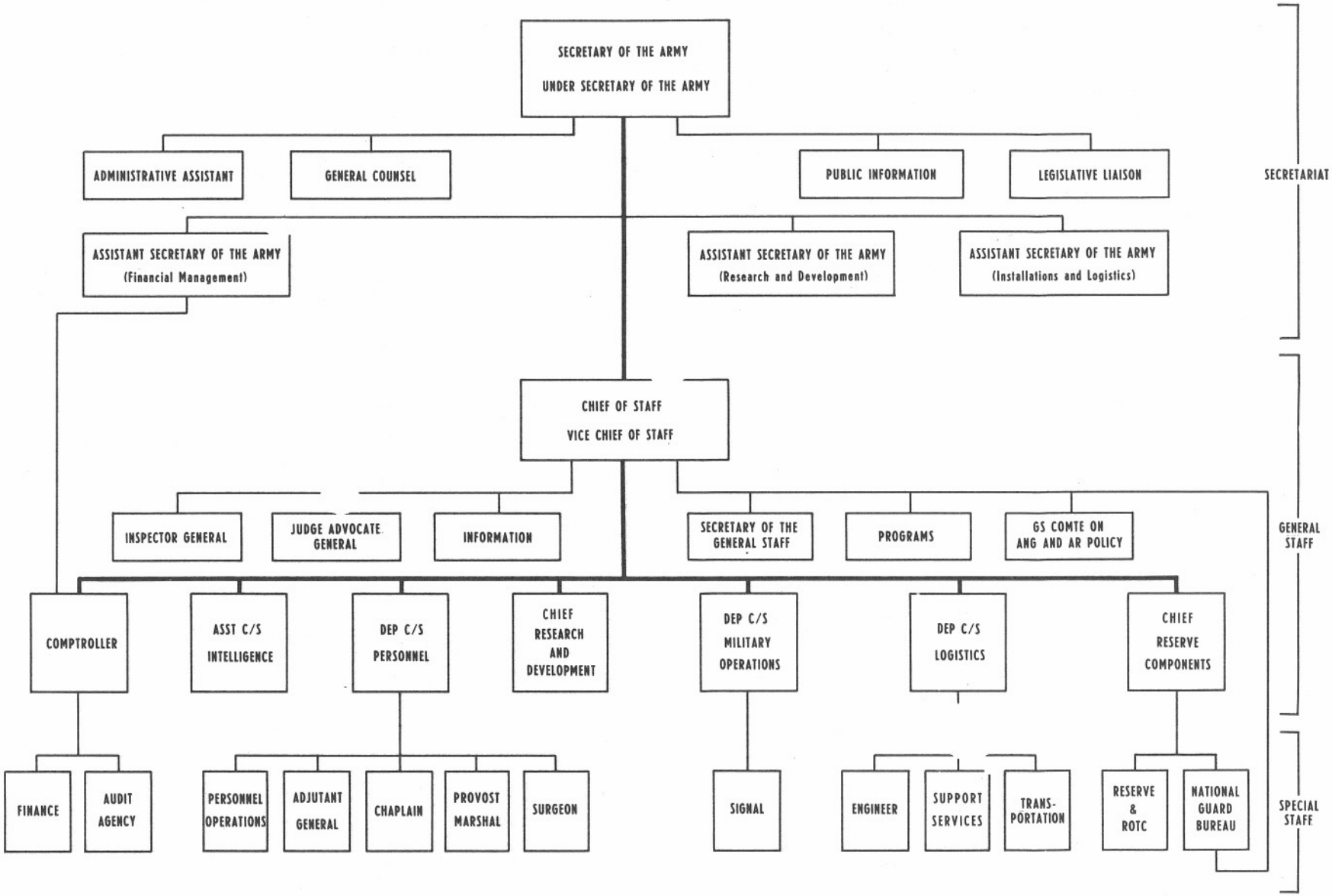
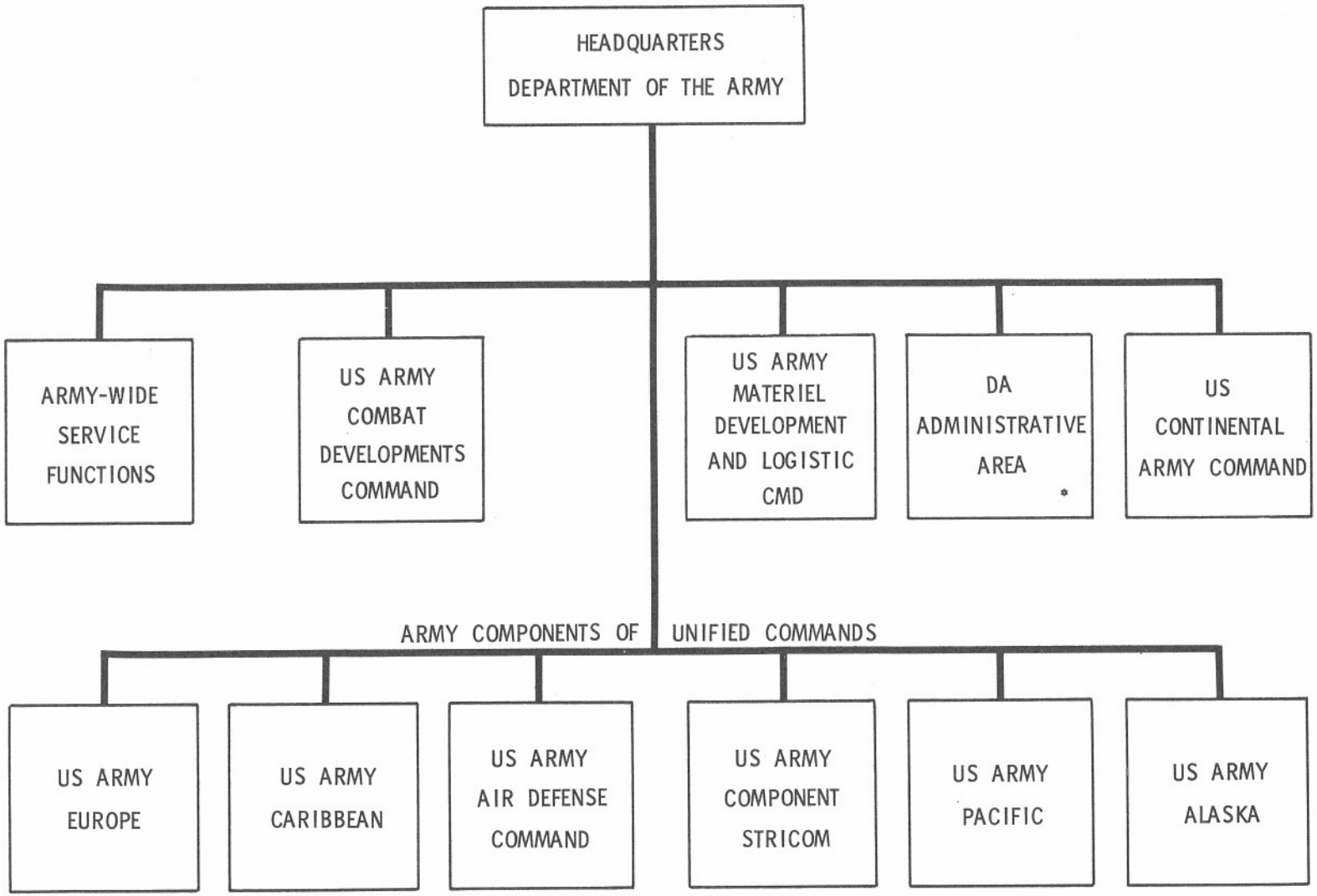


FIGURE 21

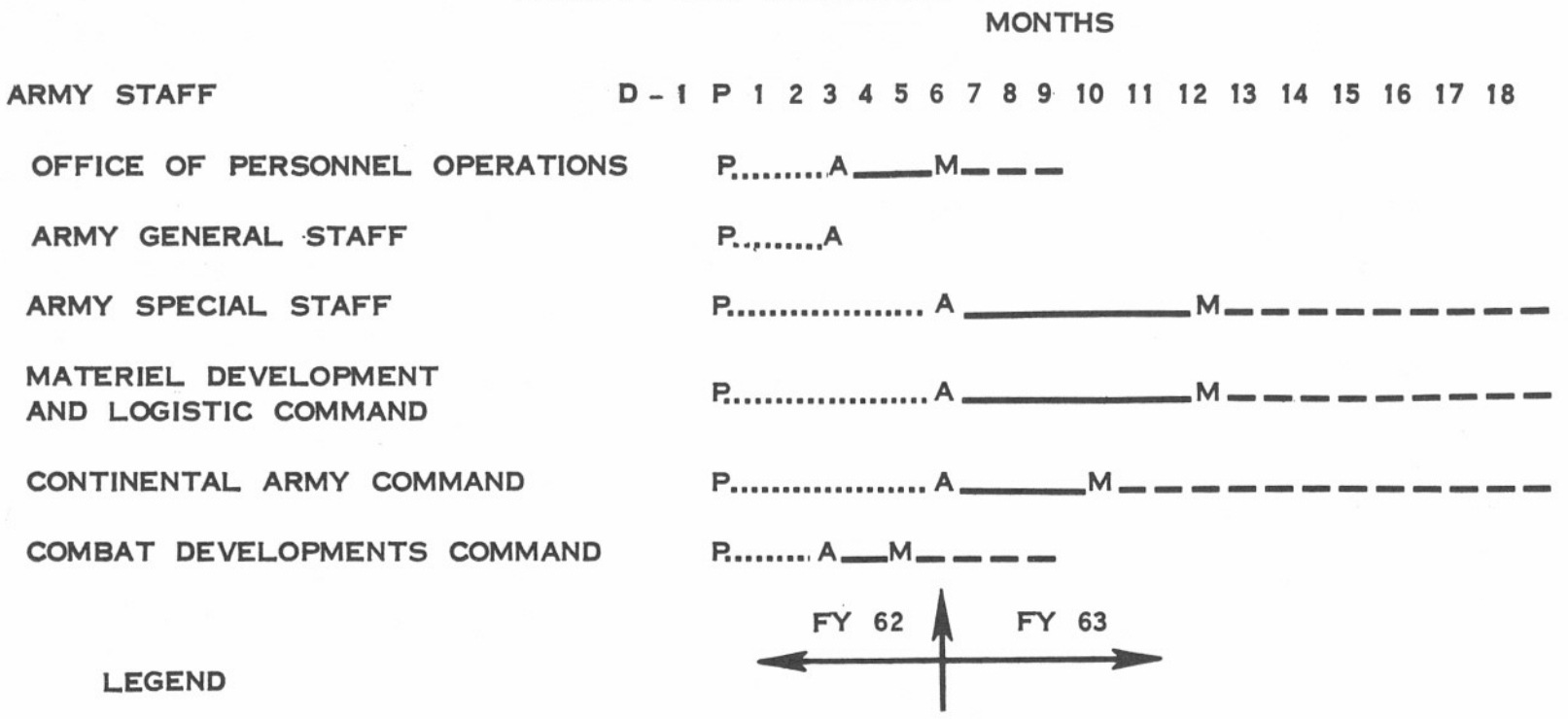
PROPOSED DEPARTMENT OF THE ARMY MAJOR COMMAND STRUCTURE



* Includes Army Security Agency, Army Audit Agency, United States Military Academy, Army War College; Army Personnel assigned to Defense Atomic Support Agency, National War College, Defense Supply and Telephone Services; and other activities in support of the Office, Secretary of Defense, Joint Chiefs of Staff, North Atlantic Treaty Organization and Unified and Specified Commands.

FIGURE 22.

CONCEPT FOR TRANSITION



LEGEND

D DATE OF APPROVAL

P PLANNING PHASE STARTS WITHIN ONE MONTH OF DATE OF APPROVAL .....

A ACTIVATION PHASE ———————————————————————

M MODIFICATION OF INTERNAL STRUCTURE — — — — — — — — — — — — — — — — — —

FIGURE 23