

REORGANIZATION PLANNING DIRECTIVE }
 No. 10-1

HEADQUARTERS,
 DEPARTMENT OF THE ARMY
 Washington 25, D.C., 19 March 1962

ORGANIZATION AND FUNCTIONS

DEPARTMENT OF THE ARMY REORGANIZATION PLAN

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	Paragraph	Page
References	1	1
General	2	1
Purpose	3	2
Objectives and concept	4	2
Planning guidelines	5	3
General reorganization responsibilities	6	4
Reorganization schedule	7	5
Information policy	8	5
Congressional matters	9	6
Coordination	10	6
ANNEX A -- Planning Group Personnel		7
B -- Reorganization Schedule		10
C -- Headquarters Department of the Army Planning Group		16
D -- Office of Personnel Operations Planning Group		20
E -- Materiel Development and Logistics Command Planning Group		26
F -- Combat Developments Command Planning Group		30
G -- U.S. Continental Army Command Planning Group		33

1. References. a. Department of Defense Reorganization Order, Subject: Reorganization of the Department of the Army, Office of the Secretary of Defense, Washington 25, D.C., dated 10 January 1962.

b. Headquarters, Department of the Army letter, Subject: Reorganization of the Department of the Army, file AGAM-P(M) 320 (25 Jan 62) COMPT-M, dated 26 January 1962.

c. Study of Functions, Organization and Procedures of the Department of the Army, OSD Project 80 (Army), Parts I through VII, Headquarters, Department of the Army, Washington 25, D.C., dated October 1961.

d. Memorandum for the Chief of Staff, Subject: Study of Army Organization (Traub Committee Report), dated 22 November 1961.

e. Report on the Reorganization of the Department of the Army, Headquarters, Department of the Army, Washington 25, D.C., dated December 1961.

f. Secretary of the Army, Memorandum for the Chief of Staff, subject: More Effective Control of In-House Laboratories, dated 9 January 1962.

2. General. a. A reorganization of the Department of the Army has been approved for implementation. This reorganization will be implemented in accordance with the concept and recommendations contained in paragraph 1c, as

modified by paragraph ld as further modified by paragraphs le and f, and in accordance with planning guidance contained in this directive.

b. Paragraph lb designates the Comptroller of the Army as Project Director for the detailed planning and conduct of the reorganization. The Project Director will report through the Chief of Staff to the Secretary of the Army on the progress of the reorganization, and will establish planning requirements, obtain administrative support, and make other arrangements as required to direct and coordinate the implementation of the reorganization.

c. The following planning groups are established to assist and will be directly responsive to the Project Director in effecting the reorganization of the Department of the Army by preparation of detailed reorganization plans:

- (1) Headquarters, Department of the Army Planning Group (DAPG) (annex C).
- (2) Office of Personnel Operations Planning Group (OPOPG) (annex D).
- (3) Materiel Development and Logistic Command Planning Group (MDLCPG) (annex E).
- (4) Combat Developments Command Planning Group (CDCPG) (annex F).
- (5) The U.S. Continental Army Command Planning Group (CONARCPG) (annex G).

3. Purpose. The purpose of this Reorganization Planning Directive is to:

a. Provide authority for initiation of detailed planning which will lead to implementation of the reorganization of the noncombatant functions of the Department of the Army.

b. Establish planning groups which will develop detailed plans for the orderly activation of new commands and modification of existing commands and staff agencies.

c. Provide planning guidelines.

d. Identify actions which must be accomplished concurrently with planning.

e. Establish a schedule for the reorganization.

f. Outline channels of communication and administrative procedures.

4. Objectives and concept. a. The objectives of the reorganization are to:

- (1) Eliminate duplication of effort and excessive fragmenting of functions, responsibilities, and resources.
- (2) Consolidate responsibilities for personnel management, training, combat developments, research and development, and logistics functions.
- (3) Provide an organization which is better aligned to the current and projected general Defense environment.
- (4) Improve effectiveness by more clearly fixing responsibility for accomplishment of major tasks and by simplifying and strengthening the command and management structure.
- (5) Provide for more flexible use of the skills and capabilities of both military and civilian personnel and for correspondingly broader technical opportunities.
- (6) Delegate to subordinate commands and agencies all functions which need not be performed at the level of the Secretary of the Army and the Army General Staff.

- (7) Achievement of the overall objective is predicated, in large measure, on an effective integration of combat arms personnel into the Materiel Development and Logistic Command, and a corresponding integration of technical service personnel in the U.S. Continental Army Command, the Combat Developments Command, and the Department of the Army Headquarters.

b. The concept for the reorganization plan provides for these six main actions:

- (1) Divesting the Department of the Army General Staff of command-like and operating functions to effect that emphasis on planning, programing, policy-formulating, and general supervision of the overall effort appropriate to the departmental headquarters level.
- (2) Realining the Department of the Army Staff and operating agencies to reflect the establishment of new commands, the expansion of CONARC's training responsibilities, and centralized control of military personnel management.
- (3) Establishing an Office of Personnel Operations at the special staff level to perform centrally operative personnel functions.
- (4) Establishing a Materiel Development and Logistic Command to perform materiel research, development, procurement, and supply functions currently assigned to the technical services, and the service test and evaluation currently assigned to the U.S. Continental Army Command.
- (5) Establishing a Combat Developments Command to perform the organizational and doctrinal development functions of the Army, to include those assigned to CONARC, the technical and administrative services, and other agencies.
- (6) Assigning to the U.S. Continental Army Command the principal responsibility for individual and unit training.

5. Planning guidelines. Implementation of the reorganization plan will be governed by the following considerations which are intended to furnish a rationale for the total reorganization.

a. The five planning groups are established as independent elements to facilitate implementation planning. The chairmen of the planning groups are general officers who will be responsible for implementation plans and actions. The members of each group will represent a variety of experience and proficiency in the management and functional area involved. There is provision for supplementing the planning groups with additional personnel at the discretion of the chairman of each planning group (see annex A). In this connection, members of planning groups should possess a high degree of objectivity and have a reasonable retainability in the new organization. This should not be interpreted to mean that all personnel serving with planning groups will be assigned to the agency or command concerned. Ultimate assignment of planning group personnel will be in accordance with applicable personnel policies.

b. It is essential that all elements of the Army maintain a high degree of readiness and responsiveness to the overall needs of the Army throughout the transition period. Planning actions must be accomplished in a manner which will insure continuous effective support of operating forces. This

necessitates a phased realignment of responsibilities. The reorganization should be well planned and deliberately executed without incurring unnecessary delay.

c. In view of the importance of the reorganization to the future of the Army, complete and dedicated support of all Department of the Army military and civilian personnel is essential. Such personnel must have a clear understanding of the objectives of the reorganization; further, they must appreciate that the principal impact will be on the major headquarters organizations and that functions and missions are not eliminated but realigned to provide for more efficient management of the Army. Within this context personnel implications will be given thorough consideration to insure that a high state of morale is maintained and personnel turbulence and adverse effects are minimized.

d. The following considerations are fundamental to all aspects of reorganization planning:

- (1) Improve responsiveness, both to the user and higher authority.
- (2) The defense environment identified in the Project 80 study as it applies to the specific functional areas under study.
- (3) The role of the command or agency in relation to the Army as a whole.
- (4) The establishment of appropriate relationships with other organizational elements of the Army.
- (5) The provision for intercommand coordination of major projects.
- (6) Clear definition of the specific purposes and missions of the command or agency.
- (7) Clear delineation of authority and responsibility.
- (8) Avoidance of duplicative staffing and layering in the internal elements.
- (9) The establishment of efficient internal managerial relationships, systems and procedures.
- (10) Optimum integration of program control with responsibility for financial management.
- (11) Simplification of procedures.
- (12) Optimum use of personnel resources, both military and civilian.
- (13) Attention to matters affecting civilian personnel actions.

6. General reorganization responsibilities. a. Detailed reorganization planning, coordination, and implementation will be accomplished by five planning groups. All DA Staff agencies, CONARC and other subordinate elements will provide information and assistance as required.

b. A Department of the Army Reorganization Project Office (DARPO) has been established. This office will: serve as a focal point for coordination, information, and progress reporting during the reorganization; provide planning guidance to the planning groups as well as Headquarters, Department of the Army Staff agencies and subordinate elements; review implementation plans; and effect adjustments to facilitate a smooth transition and effective implementation of the approved reorganization concept.

c. To take advantage of the knowledge and assistance available in existing Department of the Army staff agencies and subordinate commands, paragraph 1b establishes a requirement for each existing agency and subordinate element to set up the necessary internal mechanism to assist each of the

planning groups. Dependent upon the degree of involvement of the staff agency or subordinate element concerned, this internal mechanism may vary from a one man point of contact to a larger internal planning group. The name, location, and telephone numbers of personnel acting as the point of contact for DA Staff agencies, planning groups and USCONARC will be compiled and distributed by the DARPO.

d. New policies, regulations, directives, or changes to existing documents required for the operation of the Department of the Army will be developed by Hq DA staff agencies and subordinate commands concurrently with the reorganization planning.

e. The Project Director will insure that special attention is given to developing a system which clearly delineates responsibility for, and provides for effective centralized control of the Military Personnel Army appropriation.

7. Reorganization schedule. The schedule (annex B) represents the target dates for accomplishment of each phase for each new organization. The schedule will be reviewed and modified, as appropriate, by the Secretary of the Army. Transition to the new organization will proceed by phases as follows:

a. The planning phase. This phase will begin upon distribution of this planning directive. Although much of the planning initiated in this phase will envelop the entire transition, the emphasis during this first phase will be on: formulation of objectives; assignment of functions; and establishment of interior organizational arrangements required to implement the concept. Concurrent consideration will be given to: programing, budget and funding needs; manpower and materiel requirements; establishment of communications and control systems; and site planning, to include selection and preparation.

b. The activation phase. This phase begins with the activation of the new commands or agencies and/or the major realinement of functions within existing agencies or commands. As indicated in annex B, the beginning of this phase differs among commands and agencies. This phase envisions continuation of planning begun in the earlier phase and will highlight procedures, methods and directives requisite for the effective functioning of the internal organizational elements and the organization as a whole. Assignment of the personnel complement and movement to the permanent location will be initiated during this phase.

c. The modification phase. This phase of the transition will be devoted to the necessary modification or adjustment of procedures and the organizational structure to achieve full operational effectiveness within each organization.

8. Information policy. Planning groups and DA staff agencies are required to coordinate all information matters (written material, interviews, speeches, etc.) with the Office of the Chief of Information prior to release in accordance with existing regulations and procedures. All personnel will be cautioned against premature release of information concerning the reorganization. Throughout the reorganization, information releases should include those aspects of the reorganization which will minimize personnel uncertainty and turbulence. Statements which could cause controversial publicity should be avoided.

9. Congressional matters. Throughout the reorganization phasing it is anticipated that Congressional committees and members will take an active interest in the planning and details of the ultimate organizational structure. Congressional inquiries will be handled in accordance with existing regulations and procedures, processed through DARPO, and every effort will be made to resolve such matters on an expeditious basis.

10. Coordination. a. The Project Director and the respective chairmen of the planning groups will constitute a Planning Council that will meet periodically to evaluate reorganization progress, anticipate future requirements, and facilitate planning decision making. The General Counsel, Department of the Army will represent the Secretariat in the Planning Council.

b. During the planning and implementation phases, members of the Office of the Secretary of the Army, in their normal staff role, will function in an advisory capacity to the planning groups as indicated below:

- (1) US/A - Hq DA, OPO, CONARC Planning Group
- (2) ASA (I&L) - MDLC Planning Group
- (3) ASA (R&D) - MDLC and CDC Planning Group
- (4) ASA (FM) - All planning groups in budgeting and programing matters.
- (5) General Counsel, DA - Legal staff aspects of all planning groups.

- c. (1) Planning groups will effect continuous coordination with appropriate agencies to insure that unnecessary duplications, overlaps, or gaps in statements of missions, functions, authorities, and duties do not occur; that intercommand and intracommand relationships are appropriately defined; and that relationships and channels of communication with Hq, Department of the Army are described. Matters which cannot be resolved will be brought promptly to the attention of the Project Director in order that timely decisions may be obtained.
- (2) In this connection, planning group chairmen are authorized and encouraged to participate in the preparation of studies and guidance developed by the Army staff which will be utilized by the planning groups in the implementation of the reorganization.
- (3) Each planning group will maintain liaison and effect general coordination with the program offices on the general staff including the office of the Chief of Staff. This is necessary to insure that those aspects of the reorganization which pertain to management may be accomplished with knowledge of the OSD program system.

d. Coordination of the movement of the various elements to permanent locations will be a sequential process. Emphasis will be placed on securing permanent sites for those commands and agencies scheduled for early activation.

e. As additional requirements develop, directives or instructions will be published to appropriate Department of the Army headquarters staff agencies, planning groups and subordinate elements.

ANNEX A

PLANNING GROUP PERSONNEL

Officer or professional civilian personnel requirements for the planning groups are as indicated below. The personnel requirements fall into two categories:

1. Those who are representatives of the various staff agencies and who were made available on or about 17 February 1962, and

2. Those who will be selected at the discretion of the planning group chief in coordination with DCSPER after 17 February 1962.

PERSONNEL MADE AVAILABLE ABOUT 17 FEBRUARY 1962

PLANNING GROUPS

	<u>A</u> <u>Hq, DA</u>	<u>B</u> <u>OPO</u>	<u>C</u> <u>MDLC</u>	<u>D</u> <u>CDC</u>	<u>E</u> <u>CONARC</u>
OCofS (Mgt)	2 a(1) b(1)	0	1 l	0	0
ODCSPER	2 a(1) b(1)	5 d	1 pa	1	1 y
OACSI	1 b	1 e	1 m	1 s	1 z
ODCSOPS	2 a(1) b(1)	1 f	0	1 t	2 aa
ODCSLOG	2 a(1) b(1)	1 g	5 n	1 u	1 aa
OCRD	2 a(1) b(1)	1 h	3 o	1 v	0
OCA	3 a(2) b(1)	0	0	0	0
OCSigO	1 b	1 i	3 p	1 w	1 ab
OCEngrs	1 b	1 i	2 p	1 w	1 ab
OCofTrans	1 b	1 i	2 p	0	1 ab
OQMG	1 b	1 i	2 p	0	1 ab
OTSG	1 b	0	0	0	1 ac
TAGO	2 a(1) b(1)	5 i(1) j(4)	1	1	3 ab(1) ad
OCofFin	1 b	1 i	0	0	1 ab
OCofChap	1 b	0	0	0	1 ae
OTJAG	1 b	0	1 qa	0	1 ab
OTPMG	1 b	1 i	0	0	1 ab
OCINFO	1 b	0	0	0	1 ab
OCLL	1 b	0	0	0	0
OACSRC	1 b	1 k	0	0	1 k
OCO	1 b	1 i	3 q	0	1 ab
OCCm10	1 b	1 i	2 p	1 w	1 ab
CONARC	0	1 f	2 r	3 x	8 aa ad(1)
OTIG	0	0	1 ra	0	0 af(5)
Sub Total	30	24	30	12	29
Add'l Pers	<u>0</u>	<u>11</u>	<u>20</u>	<u>8</u>	<u>6</u>
TOTAL	30 c	35	50	20	35

NOTES:

- a. Standing Group. Personnel in this group will serve on a full-time basis.
- b. On-call Group. Personnel in this group will serve as points of contact for their respective staff agency, provide information and assistance as required, and be prepared to function as full-time working members for periods as requested by the chief of the planning group. In addition to the personnel indicated in the above tables, one member of the Programs and Analysis Group, Office of the Chief of Staff, will be available to monitor the work of the planning groups to insure incorporation of new OSD programing and management techniques in the reorganized Army's procedures.
- c. All personnel to be familiar with their respective staff agency organization, functions and procedures (current and as envisioned under the reorganization).
- d. Total figure to provide for knowledge in civilian personnel, special services, personnel services, personnel actions, personnel management, personnel requirements, and distribution.
- e. Knowledge of personnel requirements and personnel management procedures in the Army attache system.
- f. Knowledge of personnel procurement, processing and individual training matters.
- g. Knowledge of ODCSLOG manpower and personnel management requirements and procedures.
- h. Knowledge of OCRD personnel management requirements and procedures to include the RD and/or AE officers specialist programs.
- i. Knowledge of personnel management requirements and procedures of the respective branch concerned.
- j. Total figure to provide knowledge of personnel processing, Army replacement system operations, personal affairs, special services, and civilian personnel requirements and procedures (to include operating civilian personnel office and administrative services of civilian career programs).
- k. Knowledge of RFA training and personnel programs to include requirements.
- l. Knowledge of management, manpower and civilian personnel procedures.
- m. Knowledge of technical intelligence requirements, operations and procedures.
- n. Knowledge of logistics management and procedures, supply management, distribution, maintenance, programing and budgeting, and manpower and personnel management in the logistics area.
- o. Knowledge of RD operations, programing and budgeting, RD manpower and personnel management.
- p. Knowledge of RD, logistics operations and related functions, financial management and installations.
- pa. Knowledge of personnel and administration.
- q. Knowledge of RD, field service operations, industrial operations, and financial management, civilian personnel, and installations.
- qa. Legal service organization.
- r. Knowledge of materiel development and test board activities.
- ra. IG activities.

- s. Knowledge of current organization and procedures concerning development of intelligence doctrine.
- t. Knowledge of current organization and procedures concerning development of organizational and doctrinal concepts.
- u. Knowledge of current organization, requirements and procedures concerning development of logistical doctrine.
- v. Knowledge of procedures relating to qualitative materiel development objectives, qualitative materiel requirements and technical forecasting.
- w. Knowledge of current organization and procedures concerning preparation of TOEs and FMs and development of current and future doctrine.
- x. Knowledge of current organization and procedures concerning war gaming, field experimentation, development of current and future doctrine and preparation of TOEs and FMs.
- y. Knowledge of personnel distribution procedures, personnel processing, and the Army replacement system in CONUS concerning enlisted personnel.
- z. Knowledge of intelligence school operations, intelligence specialist training, and unit training and readiness concerning the ACSI area of responsibility.
- aa. Knowledge of Army training centers and Army service school operations, individual and unit training, and readiness.
- ab. Knowledge of branch (or staff agency) school, individual specialist training, and unit training and readiness.
- ac. Knowledge of medical field service school, individual specialist training and unit training and readiness.
- ad. Knowledge of personnel procurement and processing activities.
- ae. Knowledge of respective branch school operations and activities.
- af. Knowledge of G1, 2, 3, 4 and Comptroller requirements and responsibilities in current CONARC organization.

() Number in parentheses applies to that portion of total personnel required from each agency to be qualified or assigned as indicated in corresponding alphabetical note.

ANNEX B

REORGANIZATION SCHEDULE

The schedule outlined on the following pages represents those key events and other important actions which should be accomplished within the scheduled time frame in order to avoid prolonged delays in the implementation of the reorganization. This schedule, however, is not intended to be inflexible in those areas where acceleration is feasible. It is desirable that the dates for transfer of missions, functions, and responsibilities be advanced provided mutual agreement can be reached among planning groups, commands, and agencies concerned. Planning begins on P-Day which is established as the date this directive is issued. Time intervals subsequent to P-Day are represented in weeks (i.e., P+4 is four weeks subsequent to the date of this directive). This combined schedule is included to highlight interdependency of many actions and events. The final page contains a graphic portrayal of the time phasing by command or agency.

Event	Actions by Dates								
	Hq, DA PG	MDLC PG	CDC PG	OPO PG	CONARC PG	DCSLOG	DCSPER	COMPT	OTHER
Detailed planning begins.....	P-day	P-day	P-day	P-day	P-day				
Identify nonessential functions and activities and the personnel associated with them.	P-day	P-day	P-day	P-day	P-day	P-day	P-day	P-day	P-day (DA Staff)
Initiate study for the purpose of simplifying systems and procedures.	P-day	P-day	P-day	P-day	P-day	P-day	P-day	P-day	P-day (DA Staff)
Initiate detailed planning for transfer and assumption of responsibility by functional area; personnel, combat developments, training and materiel.	P-day	P-day	P-day	P-day	P-day				
Initiate specific site planning for Combat Developments Command, Materiel Development and Logistic Command, and U.S. Continental Army Command.	c	c	c	P-day			
Initiate planning for personnel matters in support of the re-organization.	c	c	c	c	c	P-day		
Initiate planning for budgets and funding programs.	c	c	c	c	c	P-day	
Initiate planning for acquisition of office space for OPO in Pentagon.	c	c	Office of C/S P-day

c = coordination

Event	Actions by Dates								
	Hq, DA PG	MDLC PG	CDC PG	OPO PG	CONARC PG	DCSLOG	DCSPER	COMPT	OTHER
Provide planning groups guide- lines on personnel matters.	P+3wks		
Provide planning groups guide- lines on Financial Management.	P+3wks	
Submit complete plan for alloca- tion of office space for OPO.	Office of SA P+4
Process tentative site selec- tion plan through DA Project Office to Chief of Staff.	P+4			
Submit preliminary implemen- tation plan to the DARPO for review to include:	P+6	P+6	P+4	P+4	P+6				
(1) Overall concept of organiza- tion, internal operations, staff and command relationships and communications, including any areas of disagreement regarding missions and functions indicated in the reorganization directive.									
(2) Proposed schedule for spe- cific actions required to implement the organization, the schedule to be as detailed as practicable at this time.									
(3) Estimate of overall person- nel requirements with an indica- tion of sources.									

15

Actions by Dates

Event	Actions by Dates								
	Hq, DA PG	MDLC PG	CDC PG	OPO PG	CONARC PG	DCSLOG	DCSPER	COMPT	OTHER
Completion of plan for personnel matters and plan for budgeting and funding.	P+8	P+8	
Sites Approved	SA & SD P+6
Designate subordinate commanders and key staff officers of major subordinate commands of Materiel Developments and Logistic Command.	CofS & SA P+8
Develop necessary cost estimates including funding requirements for movement to permanent sites.	c	c	c	c	c	P+8	
Submission of final type detailed implementing plan for OPO.	P+10					
Submission of final type detailed implementing plan for CDC.	P+12						
Activate Office of Personnel Operations and Combat Developments Command.	P+16	P+14	C/S & SA
Submission of final type detailed implementing plan for CONARC.	P+18				

c = coordination

15

DARPD 10-1

Event	Actions by Dates								
	Hq, DA PG	MDLC PG	CDC PG	OPO PG	CONARC PG	DCSLOG	DCSPER	COMPT	OTHER
Submission of final type detailed implementing plan for Hq, DA and MDLC.	P+20	P+20							
Continental Army Command commences assumption of new responsibilities.	P+24	C/S & SA
Activate Materiel Developments and Logistic Command.	P+26	C/S & SA
Complete <u>internal</u> realinement of DA staff.	P+26	C/S & SA
Office of Personnel Operations and CDC fully operational.	P+42	P+40					
Continental Army Command (as re-organized) fully operational.	P+76				
Materiel Development and Logistic Command fully operational.	P+78							
DA hqs realinement completed.	P+78	C/S & SA

14

PROJECTED SCHEDULE OF DEPARTMENT OF THE ARMY REORGANIZATION

(TIME SCHEDULE IN WEEKS)

P +4 8 12 16 20 24 28 32 36 40 44 48 52 56 60 64 68 72 78

OFFICE OF PERSONNEL OPERATIONS

P _____ A _____ M _____ X

COMBAT DEVELOPMENTS COMMAND

P _____ A _____ M _____ X

CONTINENTAL ARMY COMMAND

P _____ A _____ M _____ X

MATERIEL DEVELOPMENT AND LOGISTIC
COMMAND

P _____ A _____ M _____ X

HQ, DEPARTMENT OF THE ARMY

P _____ A _____ M _____ X

P-- Planning Phase - Detailed implementation plans prepared, reviewed and approved.

A-- Activation Phase - Agency or command is activated (except CONARC and HQ, DA), transfer of responsibilities and movement of personnel to the new locations are initiated and completed.

M-- Modification Phase - Agencies and commands operational - internal adjustment of organizational elements, functions and procedures as required.

X -- Reorganization Completed

ANNEX C

HEADQUARTERS, DEPARTMENT OF THE ARMY
PLANNING GROUP

1. Concept. The organization and functions of the Department of the Army Staff will be modified to accomplish the following:

a. The General Staff will be relieved of command-like and operating functions.

b. The General Staff will be reorganized to strengthen planning, programming, policy formulation, and general supervision of Army activities. Provision will be made for more direct communication between various staff echelons, thus providing for improved flexibility and better guidance. Provision will also be made for a more objective and critical internal review and analysis of the staff product.

c. Establishment of a central Office of Personnel Operations as a special staff agency to perform centrally operative personnel functions.

d. Removal of responsibility for personnel management, training, combat developments, and materiel from the chiefs of the technical and administrative services and retention of only Army-wide service functions. Specific exceptions in these areas are indicated elsewhere in this directive.

e. Realignment of the Army staff to reflect the aforementioned changes.

f. Special staff agencies except for the Chief of Information, The Inspector General, and The Judge Advocate General will be placed under appropriate General Staff agencies for purposes of information flow and coordination. However, General and Special Staff agencies are authorized direct communication and access to one another in their appropriate areas of interest.

2. Planning group. a. Mission. The mission of the Headquarters Planning Group is to prepare detailed plans for the reorganization and realignment of functions of the Department of the Army Staff. Such plans will include, but will not be limited to, the following:

- (1) The functions of staff agencies, their internal organization, grade structure and personnel strengths.
- (2) The interrelationships among staff agencies and channels of coordination.
- (3) Relationships between staff functioning and Army programming and budgeting.
- (4) Relationships between staff agencies and the Chief of Staff, the Secretariat, and the headquarters of field commands.
- (5) Requirements for staff office space.
- (6) A phased schedule for reorganization and transfer of functions and responsibilities.

b. Personnel. The planning group will consist of personnel, military and civilian, from principal staff agencies who are familiar with the detailed operational functions of their parent agencies. The group will be composed of two elements, as indicated by notes a and b, Annex A. The chairman is the Comptroller of the Army.

3. Organization. The basic structure of the Headquarters, Department of the Army will remain essentially unchanged in that it will continue to consist of the Secretariat, the General Staff and the Special Staff. In order to strengthen planning, programing, policymaking, and general supervision of the overall effort, some staff elements will be discontinued, reorganized and/or consolidated. Where functions and responsibilities are transferred, there will be an appropriate transfer of personnel resources.

a. General Staff.

- (1) Office of the Chief of Staff. 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.
- (2) Deputy and Assistant Chief of Staff Level. The seven General Staff agencies presently in being, i.e., Comptroller of the Army, Assistant Chief of Staff for Intelligence; Deputy Chief of Staff for Personnel; Chief, Research and Development; Deputy Chief of Staff for Military Operations; Deputy Chief of Staff for Logistics, and Assistant Chief of Staff for Reserve Components retain the same positions and titles except that the Assistant Chief of Staff for Reserve Components will be designated as Chief, Reserve Components. There will, however, be reorganization due to the loss of command-like and operating functions and realignments and assumptions of functions previously performed by other agencies.
 - (a) Although the Office of the Comptroller of the Army may remain organized essentially as presently constituted, its functions must be realigned to the extent necessary to be consistent with the new organization and operational concept. So far as the Comptroller of the Army's functions pertaining to budgeting (fund control) are concerned, his relationships with the Chief of Staff and the remainder of the General Staff will be the same as those of the Director of Army Programs on program matters.
 - (b) The Offices of the Deputy Chief of Staff for Logistics and Chief, Research and Development will be reorganized to be consistent with their loss of the command-like and operational relationships presently existing with the technical services in their respective functional areas. In addition, certain staff realignments may be required due to formation of the new organizations.
 - (c) The Chief, Reserve Components will coordinate the activities of the Chief of the National Guard Bureau as well as the Chief, Reserve and ROTC Affairs. This placement is to provide for better coordination of all Reserve Component activities and is not intended to affect the status of the Chief of the National Guard Bureau as adviser to the Chief of Staff on Army National Guard affairs.
 - (d) The Office of the Deputy Chief of Staff for Personnel will be reorganized to accomplish planning, policy formulation, and coordination of the overall Army personnel system; and all operative personnel functions will be transferred to

the Office, Personnel Operations, except those performed by the General Officer Branch. In sum, under the approved concept, ODCSPER is a planning and supervising agency and not an agency for operations.

- (e) The Office of the Deputy Chief of Staff for Military Operations will be reorganized to assume the functions of civil affairs and certain functions in the fields of CBR and special weapons. In addition, DCSOPS will lose certain operating functions, such as TOE coordination and troop basis preparation.
- (f) The Office of the Assistant Chief of Staff for Intelligence will be reorganized to reflect the transfer of combat developments and training activities, to include the Intelligence School and to be compatible with the evolving Defense Intelligence Agency operational concept.

b. Special Staff. Considerable change will be made in the Army Special Staff as indicated in figure 21, reference le, basic directive. Activities of the special staff elements will be coordinated by appropriate general staff agencies as follows:

- (1) The Comptroller of the Army will coordinate the activities of the Chief of Finance and the Chief of the Army Audit Agency which remain essentially unchanged, except for the transfer of the personnel, combat development, and training functions of the Chief of Finance.
- (2) The Deputy Chief of Staff for Personnel will coordinate the activities of--
 - (a) The Office of Personnel Operations. (See Annex D.)
 - (b) The Adjutant General, who will perform the Army-wide administrative service function of the present Adjutant General's Office. Personnel, special services, combat development, and training functions will be transferred to other agencies. The military history function previously performed by the Chief of Military History and the heraldic function of The Quartermaster General will be assumed by The Adjutant General.
 - (c) The Chief of Chaplains, whose functions remain essentially unchanged except that the training and combat developments functions are transferred.
 - (d) The Provost Marshal General, whose functions remain as at present except that personnel combat developments and training functions are transferred to other agencies.
 - (e) The Surgeon General, whose functions remain essentially the same except that the medical field service, training, and combat developments functions are transferred.
- (3) The Deputy Chief of Staff for Military Operations will coordinate the activities of the Chief Signal Officer, who will retain his Army-wide service functions of communications and photography. Materiel, training, combat developments, and personnel functions are transferred to other agencies.

- (4) The Deputy Chief of Staff for Logistics will coordinate the activities of--
- (a) The Chief of Engineers, who retains his Army-wide service function of real estate, construction, mapping and geodesy, repair and utilities, and civil works. Materiel, training, combat developments, and personnel functions are transferred to other agencies.
 - (b) The Chief of Support Services, who will supervise the Army-wide service functions now being performed by The Quartermaster General of food service, laundry and drycleaning, and commissary and who will be directly responsible for national cemeteries. Materiel, training, combat developments, and personnel functions are transferred to other agencies.
 - (c) The Transportation Officer, who will provide coordination and planning for all transportation required by the Army (internally, commercial and/or from other military services). Materiel, training, combat developments, and personnel functions of the Chief of Transportation are transferred to other agencies.
- (5) The Chief of Reserve Components will coordinate the activities of--
- (a) The Chief, National Guard Bureau.
 - (b) The Chief, Army Reserve and ROTC Affairs.
- (6) The functions of the Chief of Legislative Liaison, The Inspector General, and WAC Director remain essentially unchanged. Those of The Judge Advocate General and the Chief of Information are changed only to reflect the losses of their respective schools and training functions to USCONARC.

c. Manning. The present Department of the Army staff will constitute the source of the Army staff as reorganized. The Army staff should reflect a balance of personnel from all branches in all agencies. It is intended that the personnel strength of DA staff agencies be reduced in consonance with loss of functions and activities.

4. Coordination. Informal coordination must be effected throughout the planning phase with the planning groups for OPO, MDLC, CDC, and USCONARC to insure that the various plans will complement each other and that no omissions will occur. Particular attention should be given to the coordination of schedules for transfer of functions and responsibilities.

ANNEX D

OFFICE OF PERSONNEL OPERATIONS (OPO)
PLANNING GROUP

1. Concept. a. The aggregate activities integral to the Army personnel system can be grouped into two major functions--managerial and operative. The operative functions of the personnel system concern acquiring, developing, and utilizing an effective and efficient personnel force. The managerial functions are concerned with planning, organizing, directing, coordinating, and providing supervision of those elements performing the operative functions.

b. DCSPER will be responsible for performing the managerial function and DCSPER will accomplish this by: Establishing objectives, developing long-range personnel plans; fixing target dates and priorities; promulgating policies and other broad guidance; programing and budgeting; and assuring achievement by review and analysis. DCSPER will provide broad basic plans and policies for the personnel system to enable Chief, OPO and major commanders to prepare and execute detailed programs within their assigned areas of responsibility for the development of an effective personnel system.

c. Further, the proposal provides that all personnel management operations currently performed in the Headquarters, Department of the Army Staff agencies will be integrated in the Office of Personnel Operations (OPO)--a new DA headquarters Special Staff agency. This includes all operative personnel activities performed at Headquarters, DA pertaining to officers and enlisted personnel--active, Reserve and retired. Excluded from the Office of Personnel Operations are AMEDS, JAGC officers and Chaplains who will continue to be managed by the heads of their respective staff agencies under policies promulgated by DCSPER, and procedures, operative policies, and instructions promulgated by OPO. Also included are the operating civilian personnel management programs and services for the DA headquarters.

d. The approved concept provides that DCSPER will be oriented toward the general management of the Army Personnel System (policy formulation, planning and coordination) and that operative functions--except those inherent in the General Officer Branch--together with related personnel will be decentralized to OPO. In sum, DCSPER is the personnel planning and supervising agency and OPO is the personnel operations agency on the DA staff.

e. Apart from the Officer Branch Assignment Sections and the Civilian Personnel Division, OPO will be organized to reflect an equitable and balanced mix of officers from all branches, and enlisted personnel possessing tactical, technical, administrative, and professional backgrounds.

2. Planning Group. a. Mission. The mission of the OPO Planning Group is to develop detailed plans for the organization and assumption of responsibilities of OPO. Such plans will include but not be limited to--

- (1) Functions and organizational structure.
- (2) Facilities requirements.
- (3) Personnel requirements (military by grade, branch, and MOS; civilian by position, title, and grade).
- (4) Communications requirements, including those internal to OPO and those necessary to accomplish OPO's Army-wide responsibilities.

- (5) Initial data processing information requirements.
- (6) Modification of procedures and systems required to give effect to the primary functions assigned to OPO.
- (7) A schedule for phasing into OPO military and civilian personnel from the losing agencies concurrent with the assumption of responsibilities from such agencies.
- (8) A definitive statement of OPO's relationships with DCSPER, other staff agencies and the major subordinate commands of DA.
- (9) Identification of regulatory changes required to implement the OPO concept.
- (10) Cost estimates.

b. Personnel. Reference is made to paragraphs 1b and 5a of the basic planning directive.

- (1) The OPO Planning Group will consist of approximately 35 qualified military and civilian personnel. Prior to 17 February 1962, 24 members will be designated and available to serve as the nucleus of the OPO Planning Group as specified in Annex A. This initial group may be augmented, at the discretion of the chairman of the planning group, to a total of 35 officers and civilians. Selection and acquisition of the augmentation portion of the planning group will be coordinated with the Deputy Chief of Staff for Personnel.
- (2) All personnel selected for the planning group will serve in temporary duty status until assigned to the new organization or released to their parent organization. Since it is intended that the planning group provide a nucleus for the ultimate OPO organization, it is essential that a balanced mix of qualified officer personnel from all branches, specialist programs, and existing agencies be included. Civilian personnel management representatives will also be included to accomplish the necessary planning related to the OPO civilian personnel responsibilities.

3. Tentative mission and functions of the Office of Personnel Operations (OPO). a. The mission of the Office of Personnel Operations, as the principal operating Army staff agency of the Army's military personnel system, is to formulate, execute, and supervise the operative policies, programs, and procedures applicable to the worldwide management of the Army's total military personnel resources. This will include the full range of personnel activities which are essential to the effective accomplishment of the operative personnel functions at HQ, DA. In addition it will provide an operating civilian personnel office for the DA headquarters and centralized administrative services for the Army-wide civilian career programs.

b. Operating within overall DCSPER policy guidance, OPO is responsible for planning, programing, budgeting, coordinating, reviewing, and supervising the execution of military personnel matters pertaining to--

- (1) Assignment and career management of officers, warrant officers, and enlisted personnel (excluding AMEDs, JAGC officers, and Chaplains who are assigned and career managed by their respective chiefs under policy guidance and instructions of ODCSPER and OPO).

- (2) Management, control, and support of military personnel of the Headquarters, Department of the Army.
- (3) Personnel services including "personal affairs activities affecting military personnel and their dependents."
- (4) Special services programs applicable Army-wide.
- (5) Personnel actions applicable to officers, warrant officers, and enlisted personnel, including, but not limited to--
 - (a) Appointment.
 - (b) Promotion.
 - (c) Separation.
 - (d) Retirement.
- (6) The Army Replacement System, including--
 - (a) Determination of Army-wide enlisted MOS requirements.
 - (b) Development and staff supervision of the trainee flow plan.
 - (c) Distribution of trained personnel.
 - (d) Procedures for CONUS and theater Army replacement systems.
- (7) Such other operative personnel activities currently performed by ODCSPER which are not essential to the planning and policy formulation mission of ODCSPER under the new concept.

c. OPO will provide an operating civilian personnel office for Headquarters, Department of the Army and provide centralized administrative services in support of the Army-wide civilian personnel career programs. Such responsibilities include:

- (1) Employee-management and community relations activities for Department of the Army headquarters.
- (2) Personnel management assistance to supervisors in the management of the DA headquarters' work force; civilian program evaluation and statistical analysis as required under Army-wide policies.
- (3) Position and pay management services and guidance.
- (4) Employment services of recruiting, assignment, merit promotion and career programs, personnel actions, records, and reports.
- (5) Training and employee development programs.
- (6) Administration of the headquarters incentive awards program.
- (7) Employee health, welfare, and insurance programs.
- (8) Maintenance of records relating to the Army-wide civilian career programs, preparation of statistics and informational data essential to planning and administering such programs, and preparation of referral lists for position selection consideration.

d. The Chief, Office of Personnel Operations is also responsible for the development, analysis, and promulgation of statistical and other informational data, including personnel factors, as required for the development of personnel plans, programs, budgets and ADP procedures, methods, and innovations applicable to military personnel management.

e. Within policy guidance and in coordination with appropriate Army staff agencies, the Chief, OPO represents the Army on all matters under his direct staff cognizance to the OSD, other governmental offices, and the public.

4. Organization. a. OPO will be organized essentially as indicated in figure 4, page 57, Part VI of reference 1c of the basic planning directive.

b. The OPO organization as approved, provides for four divisions and supporting staff elements. The organization includes--

- (1) The following supporting elements for the Office, Chief of Personnel Operations.
 - (a) A Statistics and Information element to analyze data, develop personnel statistics, identify problems and trends, and to establish factors for planning and programing activities.
 - (b) A Planning, Programs, and Review element to accomplish planning, programing, review, and analysis. This will be attained principally through development of specific short-range goals, plans, and programs, determining priorities and allocating resources--to include detailed implementing instructions based on broad policy guidance received from ODCSPER.
 - (c) A Personnel Procurement and Distribution element to develop plans and operative policies to implement programs for procurement and retention of officer and enlisted personnel (based on broad guidelines of ODCSPER), including implementation of the USMA selection and ROTC graduate programs; and to formulate operative policies governing personnel processing activities in the field. This element will tie together the activities performed by the officer and enlisted divisions of OPO in this functional area.
- (2) A Civilian Personnel Division which will serve as the operating civilian personnel office for the Headquarters, DA and provide civilian personnel services required to support the Headquarters. Further, the Civilian Personnel Division will provide centralized administrative services for Army-wide civilian career programs.
- (3) A Personnel Services Division which will be responsible for those essential activities relating to morale, personal affairs, and special services to include formulation and supervision of appropriate policies and regulations. Also included is staff responsibility for development and supervision of regulations pertaining to nonappropriated funds.
- (4) An Enlisted Personnel Division which will have responsibility for activities essential to effective enlisted personnel management to include worldwide assignment control, career planning and development, personnel actions, and related administrative functions. The Enlisted Personnel Division will be organized on the basis of vocational groupings covering the combat, technical, administrative, and professional areas and providing for special assignments of enlisted personnel.
- (5) An Officer Personnel Division which will have responsibility for officer and warrant officer personnel management to include worldwide assignment control, career planning and development, personnel actions, and related administrative functions. The Officer Personnel Division will consist of: An organizational element to perform the personnel functions for, and coordinate assignment of, all officers to the DA Headquarters; a colonels

group which will be responsible for personnel management to include career planning and development and worldwide assignment of all Army colonels (less AMEDs, JAGC officers, and Chaplains); and such other organizational elements, as required, which will be organized into homogeneous control groups, according to similarity of career development patterns, of a size which can be effectively managed and in a manner which affords the internal branches equitable representation and leadership. Each control group will have a career planning activity whose area of interest will concern the officers who are managed by the separate control groups. The identity of the existing branch assignment sections (e.g., Inf, Engr, and Ord) to include their integral organizational components concerned with officer education--military and civil--will be retained within the control groups. In addition the Officer Personnel Division will contain the following supporting elements:

- (a) A Specialist element to develop specialists programs for officers and monitor assignment and utilization of officers in the specialists programs.
- (b) A Personnel Actions element to perform personnel actions related to details, transfers, promotions, separations, etc., applicable to the officer corps as a whole.
- (c) A Requirements and Distribution element to accomplish the essential operative activities of procurement, requirements, and distribution related to officer personnel.
- (d) A Career Program and Policy element to develop plans and career programs and policies applicable to the officer corps as a whole.

c. The Office of Personnel Operations integrates the functions and related personnel of the following: The Officers Assignment Directorate, Personnel Actions Division and other elements and individuals engaged in operative activities in ODCSPER; Personnel Division (less Personnel Records Branch), the Special Services Division and related headquarters elements of TAGO; the military personnel management elements of the General Staff agencies such as ODCSLOG and OCRD: the military personnel elements of the offices of the chiefs of technical and administrative services; the military personnel elements who perform the unit personnel functions of all Headquarters, DA staff agencies, the operating civilian personnel offices of OSA, OCS, and TAGO; and the offices of the chiefs of the technical services which are retained on the Army staff.

5. Coordination. a. Other planning groups. Coordination will be effected throughout the planning and reorganization phase with the planning groups for Hq, DA, CDC, MDLC, CONARC, and the DA staff to insure that the various plans will complement and supplement each other and that no omissions will occur. Some of the areas which warrant special attention are--

- (1) Schedule for transfer of personnel, functions, and responsibilities.

- (2) Coordination with the USCONARC planning group to insure that OPO and CONARC establish an effective arrangement for the procurement, processing, training, and assignment of military personnel.

b. Other agencies. Coordination will be effected with all Army staff agencies to insure that all existing operative personnel elements to be included in OPO are identified and that appropriate plans are developed for their inclusion in OPO.

ANNEX E

MATERIEL DEVELOPMENT AND LOGISTIC COMMAND (MDLC)
PLANNING GROUP

1. Concept. a. The concepts for the organization and operations of the Materiel Development and Logistic Command are essentially as recommended in Section H, Volume I, Part IV, Study of Functions, Organization and Procedures of the Department of the Army, OSD Project 80 (Army), October 1961. The only substantive changes are those outlined in Section III, Report on the Reorganization of the Department of the Army, December 1961. These are the reduction in the number of development and production commands and the realignment of supply management by the placement of supply control in the development and production commands and stock control in the Supply and Maintenance Command.

b. Establishment of the U.S. Army Materiel Development and Logistic Command provides a single command to perform the materiel research and development, testing, procurement, supply, maintenance, and transportation functions presently divided among the technical services, and the service test and evaluation function currently assigned to the U.S. Continental Army Command. It provides positive control during the critical transition from development to procurement to supply. The command has the responsibility for wholesale supply distribution to continental United States installations and oversea commands.

c. The organization provides for immediate response to directives and requests for information from higher headquarters; reduces the lead-time on materiel, provides more efficient and simplified procurement; and develops supply, distribution and maintenance procedures more responsive to the user.

2. Planning group. a. Mission. The mission of the planning group for the Materiel Development and Logistic Command is to prepare detailed plans for the assumption of responsibilities for the Army wholesale materiel function (research and development, test and evaluation, procurement and production, inventory management, storage and distribution, maintenance, disposal, and technical intelligence). Such plans will include, but not be limited to:

- (1) Organizational structure of Headquarters, Materiel Development and Logistic Command, and subordinate commands and activities, to include operational concept and relationships between subordinate elements. The approved organizational concepts are contained in reference le of basic directive.
- (2) Space and facilities requirements.
- (3) Tentative cost estimates of activation.
- (4) Overall personnel plan, to include military and civilian requirements and a phased acquisition plan.
- (5) Phased activation schedule to include a plan for assumption of functions presently performed by existing agencies.
- (6) Plan for development of procedures and directives.
- (7) Plan for communications between and within operating elements, with full consideration to ADPS application.

b. Personnel. Reference is made to paragraph lb and 5a of the basic planning directive.

- (1) The MDLC Planning Group will consist of approximately 50 qualified military and civilian personnel. Prior to 17 February 1962, 30 members will be designated and available to serve as the nucleus of the MDLC Planning Group, as specified in Annex A. This initial group may be augmented at the discretion of the Chairman of the MDLC Planning Group to a total of 50 officers and civilians. Selection and acquisition of the augmentation portion of the planning group will be coordinated with the Deputy Chief of Staff for Personnel.
- (2) All personnel selected for the planning group will serve in temporary duty status until assigned to the new organization or released to their parent organization. Since it is intended that the planning group provide a nucleus for the ultimate MDLC organization, it is essential that a balanced mix of qualified officer personnel from appropriate branches and civilian personnel with appropriate experience be selected for the planning group.

3. Tentative mission and functions. a. Mission. The U.S. Army Materiel Development and Logistic Command will be responsible to the Secretary of the Army and the Chief of Staff, U.S. Army for the performance of the wholesale materiel functions of the Army (research and development, test and evaluation, procurement and production, inventory management, storage and distribution, maintenance, and transportation).

b. Primary functions.

- (1) Conducts basic and applied research within assigned functions under the program direction of the Director of Research, OCRD.
- (2) Conducts applied research on materiel and provides technological forecasts.
- (3) Develops and modifies materiel, establishes quantitative requirements, and produces, procures, stores, manages, and distributes materiel to installations and oversea commands.
- (4) Conducts all tests of materiel except troop tests.
- (5) Recommends type classification of materiel to Department of the Army.
- (6) Catalogs and standardizes materiel.
- (7) Develops Army-wide supply and maintenance procedures for materiel.
- (8) Operates depot maintenance facilities.
- (9) Develops technical intelligence in the materiel area.
- (10) Maintains mobilization reserves.
- (11) Conducts industrial mobilization planning.
- (12) Plans, directs, and controls the administrative and logistical support of assigned installations, including tenant activities.
- (13) Develops new concepts, techniques, and procedures for the wholesale materiel area.
- (14) Provides training for personnel of the wholesale materiel area, on-the-job training for personnel destined for overseas in such assignments, and instructor training on new equipment for personnel of CONARC.
- (15) To plan, program, budget and coordinate requirements for resources, supervise and review utilization, and provide support

- services for all installations and activities commanded; to program, budget, and provide without reimbursement for nonmission related administrative, logistic, and fund support for all non-MDLC Army tenant agencies or agencies satellited on MDLC installations; to program and budget for all resources required to support the mission related requirements of MDLC agencies tenanted or satellited on the installations of other commands.
- (16) Supports CONARC and other governmental agencies in civil defense and other civil emergency relief affairs as directed.

4. Organization. The Materiel Development and Logistic Command consists of: a headquarters element, field support agencies, five development and production commodity commands responsible for research, development and procurement of materiel, a test and evaluation agency to perform all tests on materiel except troop tests, and a supply and maintenance command to perform the wholesale supply and depot maintenance function. The organizational structure of the command will permit broad utilization of the project management concept.

a. Headquarters and support agencies.

- (1) Headquarters. The headquarters structure (figure 11, reference le of basic directive) provides a coordinating staff consisting of three staff elements covering the principal functions of the command: research and development, production and procurement, and supply and maintenance. In addition, a director of programs has been provided to insure that sufficient emphasis and responsiveness is placed upon the primary programs.
- (2) Field support agencies will provide specialized support to staff and operating elements in research (common to several commodities), training operations, the military assistance program, maintenance management, and major and principal secondary item supply control.

b. Major operating commands consists of the five development and production commands, the test and evaluation agency, and the supply and maintenance command. Figures 12 through 18 of reference le of basic directive indicate the DOD approved organizational pattern of the major operating commands.

c. Manning.

- (1) The headquarters will be manned by personnel, military and civilian, from the following sources:
- (a) Office, Deputy Chief of Staff for Logistics.
 - (b) Office of Chief of Research and Development.
 - (c) Offices of Chiefs of Technical Services.
 - (d) Materiel development elements of the U.S. Continental Army Command.
 - (e) Class II activities of DCSLOG, OCRD, and technical services.
 - (f) Other agencies as required.
- (2) Subordinate commands will be manned with personnel available in existing organizations performing the proposed functions of the command.
- (3) All elements of the command will include combat arms personnel as well as technical service personnel to insure that the ultimate user is properly represented.

5. Coordination. a. Planning groups for other organizations. Close and continuous coordination will be maintained with planning groups for Headquarters, Department of the Army staff, OPO, CONARC, and CDC to insure that plans and actions complement each other and that no duplication and/or omissions occur.

b. Existing agencies.

- (1) Close coordination must be maintained with those existing agencies concerned with functions which will be assumed by the U. S. Army Materiel Development and Logistic Command. The principal agencies concerned are: ASA(I&L), ASA(R&D), ODCSLOG, OCRD, the technical services, class II activities of any of the foregoing, and CONARC on service testing and materiel matters.
- (2) Coordination with other agencies will be required on functions common to all or several of the commands. Examples are: ACSI on technical intelligence, Comptroller of the Army on funding and budget, DCSPER on personnel, The Provost Marshal General on internal security, and The Judge Advocate General on legal service.

ANNEX F

COMBAT DEVELOPMENTS COMMAND (CDC)
PLANNING GROUP

1. Concept. a. A U.S. Army Combat Developments Command will be organized to perform the combat developments function and doctrinal responsibilities presently assigned to the U.S. Continental Army Command, the technical and administrative services, and other DA agencies. This command will integrate under one headquarters all elements of the combat developments system. The creation of this integrated system should result in improved coordination, reduced duplication, and improved overall quality and efficiency of combat developments operations.

b. The command should have the capability of recognizing and evaluating at the earliest possible time the impact of new trends and events upon the future of the Army. It should have the added capability of translating the analysis of these trends into long-range development objectives and new doctrinal concepts. These concepts and objectives must take into account the anticipated resources and the political climate as well as the long-range strategic plans of the Army.

c. The capability to translate the forward-thinking into current doctrine and organization is a requirement for this command. This capability includes the preparation of field manuals and tables of organization and equipment.

d. Future doctrinal and organizational concepts require operations research studies, feasibility tests, war gaming and field experimentation. The Combat Developments Command will have these capabilities and responsibilities. It will be charged with developing qualitative materiel development objectives which, after approval by the Department of the Army, will provide the basis for the research effort of the Army. Qualitative materiel requirements, which will provide the basis for the development program, will also be a responsibility of the command. Concepts and materiel objectives will be projected far enough into the future to allow for development and production lead time requirements inherent in modern complex weapons systems.

e. In order to accomplish its responsibilities, the command will include personnel presently in the combat developments system and personnel in the Army School system who are responsible for doctrine and the preparation of field manuals and tables of organization and equipment. It will include personnel of both the combat arms and the technical and administrative services.

2. Planning group. a. Mission. The mission of the planning group is to prepare detailed plans for the organization and activation of the United States Army Combat Developments Command and the orderly transfer of responsibilities thereto. Such plans will include but not be limited to the following:

- (1) Organization and functions of the command and its various elements.
- (2) Facilities requirements.
- (3) Personnel requirements.
- (4) Phased schedule for activation and assumption of responsibilities.
- (5) Cost estimates for the reorganization.
- (6) Programming, budgeting and funding requirements.

b. Personnel. Reference is made to paragraphs 1b and 5a of the basic planning directive.

- (1) The CDC Planning Group will consist of approximately 20 qualified military and civilian personnel. Prior to 17 February 1962, 12 members will be designated and available to serve as the nucleus of the CDC Planning Group as specified in ANNEX A. This initial group may be augmented at the discretion of the chairman of the CDC Planning Group to a total of 20 officers and civilians. Selection and acquisition of the augmentation portion of the planning group will be coordinated with the Deputy Chief of Staff for Personnel.
- (2) All personnel selected for the planning group will serve in temporary duty status until assigned to the new organization or released to their parent organization. Since it is intended that the planning group provide a nucleus for the ultimate CDC organization, it is essential that a balanced mix of qualified officer personnel from appropriate branches and civilian personnel with appropriate experience be selected for the planning group.

3. Tentative mission and functions. The tentative mission of the U.S. Army Combat Developments Command is to formulate and document current doctrine for the Army in the field; and in anticipation of the nature of land warfare in the future, to determine the kinds of forces and materiel needed in the future, and how these forces and materiel will be employed. Included in this broad mission is the responsibility for the following major functions.

- a. Preparation of field manuals to reflect approved doctrine.
- b. Preparation of tables of organization and equipment.
- c. Developing and testing new operational doctrine and organizational concepts for the Army in the field.
- d. Preparation of qualitative materiel development objectives and qualitative materiel requirements.
- e. Direction of operations research within assigned functional area.
- f. Developing plans, programs, and budgets for activities of the command.
- g. Developing U. S. Army positions on combat developments matters for International Standardization activities.
- h. Developing joint doctrine as it applies to the Army in the field.

4. Organization. The U.S. Army Combat Developments Command will consist of a headquarters and six major field agencies as indicated in figure 19 of the report referenced in paragraph 1e of the basic directive.

a. Headquarters. The headquarters element will consist of an administrative support staff, a programs division, and five functional staff divisions.

b. Subordinate elements. Six field agencies are provided to coordinate and control the numerous combat development elements located at various schools and other field installations and to perform designated functions of the command.

c. Manning.

- (1) Personnel currently assigned to those field agencies and elements shown in figure 19 of the report referenced in paragraph 1e of the basic directive which currently are in being will remain

assigned to those agencies. Other civilian and military personnel requirements of the major field agencies and the command headquarters will be met by reassignment of personnel from the Army staff, the technical and administrative services, USCONARC and other DA agencies.

- (2) Officers of the technical services and civilian technical services personnel with an intimate knowledge of the technical aspects of materiel development will be integrated at appropriate places in the organization to coordinate new doctrinal concepts with technical reality.

5. Coordination. a. Other planning groups. Coordination must be effected throughout the planning phase with the planning groups for OPO, MDLC, USCONARC, and the Hq DA to insure that the various plans will complement each other and that no omissions will occur. Some of the areas which warrant special attention are as follows:

- (1) Schedules for transfer of personnel, facilities, and responsibilities.
- (2) Coordination with the USCONARC planning group to insure that plans provide for the proper support of those combat developments personnel who will be tenants at Army schools and delineation of their relationship to the staffs and faculties of such schools.

b. Other agencies and commands. Coordination must be effected with all Army staff agencies, the administrative and technical services, and USCONARC to insure that all existing combat developments elements are identified and that plans provide for their transfer to the Combat Developments Command. Some of these small elements are not shown on the organization charts included in the referenced report. For example, the combat developments function for the Military Police Corps is conducted by the Military Police Board at Fort Gordon rather than The Provost Marshal General's school.

ANNEX G

U.S. CONTINENTAL ARMY COMMAND
PLANNING GROUP

1. Concept. a. The reorganization of the U.S. Continental Army Command will provide a single command for centralized supervision and control over individual and unit training in the continental United States of military personnel of the technical and administrative services, as well as the combat arms. The consolidation of training functions and related personnel processing will provide combat-ready forces on short notice to meet operational requirements.

b. The Commanding General, U.S. Continental Army Command, through his command of the Zone of Interior armies and the Military District of Washington, will exercise decentralized control over: readiness of forces, training of Reserve Components, support of civil defense, defense of the continental United States, and certain area-wide administrative services.

c. Current responsibility of USCONARC for combat developments and materiel test and evaluation will be transferred to Combat Developments Command and Materiel Development and Logistic Command respectively.

2. Planning group. a. Mission. The mission of the USCONARC Planning Group is to prepare detailed plans for the reorganization of USCONARC as necessitated by the assumption of increased responsibilities for training and personnel processing, and by relief from responsibility for combat developments and materiel test and evaluation. Such plans will include but not be limited to:

- (1) Organization and functions of USCONARC.
- (2) Facilities requirements.
- (3) Personnel requirements.
- (4) Phased schedule for reorganization and transfer of functions and responsibilities.
- (5) Cost estimates for reorganization.
- (6) Programing, budgeting, and funding requirements.
- (7) Relationships between USCONARC and other commands and agencies.

b. Personnel. Reference is made to paragraph 1b and 5a of the basic planning directive.

- (1) The CONARC Planning Group will consist of approximately 35 qualified military and civilian personnel. Prior to 17 February 1962, 29 members will be designated and available to serve as the nucleus of the CONARC Planning Group as specified in Annex A. This initial group may be augmented at the discretion of the Chairman of the CONARC Planning Group to a total of 35 officers and civilians.
- (2) All personnel selected for the planning group will serve in temporary duty status until assigned to USCONARC in coordination with DCSPER or released to their parent organization. It is essential that a balanced mix of qualified officer personnel from appropriate branches and civilian personnel with appropriate experience be selected for the planning group.

3. Tentative mission and functions. a. The tentative missions of USCONARC are:

- (1) To command all troop units located in the 48 contiguous states except those expressly assigned by DA to another command or agency (e.g., ARADCOM).
- (2) To command (through the Army and MDW commanders) all installations and activities in the 48 contiguous states except those assigned to other major commands or DA agencies.
- (3) To provide the Army Component Commander of United States STRIKE command as directed by the JCS.
- (4) To provide, with assigned forces, for the ground defense of the continental United States, and to coordinate and control participation therein by the U.S. Navy and U.S. Air Force.
- (5) In conjunction with Canada and CINCAL to provide for the coordinated ground defense of Canada and the United States including Alaska.
- (6) To plan, program, budget, and coordinate requirements for resources, supervise and review utilization, and provide support services for all installations and activities commanded; to program, budget and provide without reimbursement for nonmission related administrative, logistic and fund support for all non-CONARC Army tenant agencies or agencies satellited on CONARC installations; to program and budget for all resources required to support the mission-related requirement of CONARC agencies tenanted or satellited on the installations of other commands.
- (7) To organize, train, and equip units to insure the combat readiness of all assigned U.S. Army troop units; to prepare the Army contribution to war plans and contingency plans in support of STRICOM and other unified commands; to execute contingency, operational and deployment plans on order; to prepare STRAF troop basis to support the Army troop program and plans.
- (8) In accordance with DA instructions and priorities, to recruit, induct, process, receive, train and equip all nonprior service enlisted personnel from time of entry into the Army through training centers or schools until assignment to first unit or station; to direct the assignment of all USCONARC enlisted accessions to include the distribution of personnel to effect the separation or transfer to inactive status of all assigned officer and enlisted personnel eligible for such actions; and to command and operate the Army Training Centers and the Army School System (less USMA, USMA Preparatory School, Strategic Intelligence School, ASA School, Army Logistics Management Center, and AWC).
- (9) To command the Army Reserve; to support and supervise ROTC; to establish training criteria for and inspect and supervise the training of the Army National Guard; to coordinate and support field training of Army Reserve Components.
- (10) To support ARADCOM and to provide support to Civil Defense and other DOD and governmental agencies as required.

b. Tentative detailed functions of USCONARC are:

- (1) Command the six ZI armies and the Military District of Washington.
- (2) Operate the Army School System to include tactical, technical, and administrative schools.
- (3) Responsible for the conduct of training of individual replacements in training centers.
- (4) Operate personnel processing activities including Armed Forces examining and induction stations, recruiting stations, personnel centers, reception stations, oversea replacement stations, and returnee-reassignment stations.
- (5) Organize and train units, including units for assignment to Army components of unified commands.
- (6) Develop training procedures and techniques for the Army in the field.
- (7) Direct, organize and train individuals and units of the Army Reserve.
- (8) Establish training criteria for, and inspect and supervise the training of the National Guard.
- (9) Responsible for organization and training of all units and individuals of the ROTC.
- (10) Plan, direct and control the administrative and logistic activities of the ZI armies including class I installations.
- (11) Develop plans, programs, and budgets for activities of the command.
- (12) Conduct troop test on materiel as directed by the Department of the Army.
- (13) Direct operations research in assigned functional areas.
- (14) Act as coordinator for Civil Defense.
- (15) Provide civil emergency relief and assistance as authorized by the Department of the Army.
- (16) Support ARADCOM and Army components of STRIKE command.
- (17) Provide area support for class II installations and activities in such functions as: chaplain, military justice, claims (except procurement), legal assistance, participation in civil ceremonies, medical and dental services, film and equipment exchange, fixed communications, coordination of information matters, etc.

4. Organization. a. Headquarters. Chart No. 20, reference le of basic directive indicates the approved organizational concept of Headquarters, USCONARC. One of the salient features of this organization is the consolidation at primary staff level of responsibility for all individual personnel processing and training. Close coordination of personnel processing and individual training is considered sufficiently important to justify this departure from the customary assignment of staff responsibilities.

b. Subordinate elements. There is no significant change in the assignment or responsibilities of the ZI armies and MDW. Chart No. 20, reference le reflects the approved organization and relationships of units subordinate to

Headquarters, USCONARC. All Army Service Schools will be under Headquarters, USCONARC for command control and receive only administrative support from ZI armies under the approved concept.

c. Manning. Personnel resources required for the increased responsibilities of Headquarters, USCONARC will be transferred from agencies relieved of responsibility for individual and unit training or personnel processing. Personnel resources currently utilized to operate and supervise training centers, personnel processing installations, and schools (less those personnel performing combat developments functions) will be transferred to USCONARC.

5. Coordination. a. The USCONARC planning group will coordinate with other planning groups as follows:

- (1) Office of Personnel Operations for personnel processing functions.
- (2) Materiel Development and Logistic Command for materiel development, service testing and evaluation of materiel.
- (3) Combat Developments Command for all combat development functions including current doctrine and preparation of field manuals and tables of organization and equipment.
- (4) Headquarters, Department of the Army for transfer of functions and personnel related to individual and unit training, troop basis and personnel processing.

b. Coordination is also required with each existing DA agency controlling or monitoring functions to be transferred to USCONARC.

By Order of the Secretary of the Army:

G. H. DECKER,
General, United States Army,
Chief of Staff.

Official:

J. C. LAMBERT,
Major General, United States Army,
The Adjutant General.

Distribution:

Active Army:

SA
USofA
ASA (FM)
ASA (I&L)
ASA (RD)
CLL

CofSA
SGS
DA Staff
USCONARC
DA Reorganization Project Ofc

NG: None.

USAR: None.

For explanation of abbreviations used, see AR 320-50.