



Department of Defense

DIRECTIVE

NUMBER 5105.82

October 17, 2008

DA&M

SUBJECT: Deputy Chief Management Officer (DCMO) of the Department of Defense

References: See Enclosure

1. PURPOSE. This Directive:

a. Assigns the responsibilities and functions, relationships, and authorities of the DCMO, under the authority vested in the Secretary of Defense by sections 113 and 132 of title 10, United States Code (Reference (a)).

b. Authorizes the DCMO, as a Principal Staff Assistant (PSA) reporting directly to the Deputy Secretary of Defense, in his capacity as Chief Management Officer of the Department of Defense (DoD CMO), to issue DoD policy in DoD Instructions within the responsibilities, functions, and authorities assigned herein.

2. APPLICABILITY. This Directive applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components").

3. DEFINITIONS. These terms and their definitions are for the purpose of this Directive.

a. DoD Business Operations. The policies, processes, information, and systems relating to the end-to-end financial, logistical, facility management, human capital, acquisition, administrative, and other such functions of the Department of Defense that support the warfighter, consistent with sections 162 and 165 of Reference (a).

b. DoD Strategic Management Plan. The plan describing the performance goals and measures for improving and evaluating the overall efficiency and effectiveness of the business operations of the Department of Defense and achieving an integrated management system for business support areas within the Department of Defense, consistent with section 904 of Public Law 110-181 (Reference (b)).

4. RESPONSIBILITIES AND FUNCTIONS. The DCMO is the PSA and an advisor to the Secretary and Deputy Secretary of Defense for matters relating to their management and improvement of DoD business operations. In this capacity, the DCMO shall:

a. Assist the Deputy Secretary of Defense in his capacity as DoD CMO under DoD Directive (DoDD) 5105.02 (Reference (c)), and shall:

(1) Recommend to the Deputy Secretary of Defense methodologies and measurement criteria to better synchronize, integrate, and coordinate the business operations of the Department of Defense to ensure optimal alignment in support of the DoD warfighting mission.

(2) Develop and maintain, through the Defense Business Systems Management Committee, the DoD Strategic Management Plan.

(3) Advise the Secretary of Defense on performance goals and measures and assessing progress against those goals.

b. Serve as the Capability Portfolio Manager for the Corporate Management and Support Portfolio, in accordance with DoDD 7045.20 (Reference (d)).

c. Participate as a member of senior governance councils, in accordance with DoDD 5105.79 (Reference (e)).

d. Oversee the functions of the Performance Improvement Officer, consistent with Executive Order 13450 (Reference (f)) and Deputy Secretary of Defense Memorandum (Reference (g)).

e. Work in close coordination with the CMOs of the Military Departments to identify and exchange the information necessary to facilitate execution of the responsibilities of the DoD CMO, consistent with Reference (c).

f. Assist OSD officials and Heads of DoD Components in ensuring that strategic plans, performance goals, and measures are aligned with, and assure accountability to, DoD strategic goals.

g. Ensure that business transformation policies and programs are designed and managed to improve performance standards, economy, and efficiency and that the Defense Business Transformation Agency (BTA) is attentive and responsive to the requirements of its organizational customers, both internal and external to the Department of Defense.

h. Perform such other duties as the Secretary or Deputy Secretary of Defense may prescribe.

5. RELATIONSHIPS

a. In the performance of assigned responsibilities and functions, the DCMO shall:

(1) Report directly to the Deputy Secretary of Defense.

(2) Exercise authority, direction, and control over the Director, BTA, consistent with section 192 of Reference (a).

(3) Coordinate and exchange information with other OSD officials, the Heads of the DoD Components, the Military Department CMOs, and Federal agencies having collateral or related responsibilities and functions.

(4) Use existing systems, facilities, and services of the Department of Defense and other Federal agencies, when possible, to avoid duplication and to achieve maximum efficiency and economy.

b. Nothing in this Directive shall be interpreted to subsume, realign, or replace the functions, responsibilities, or authorities of the other OSD PSAs, as prescribed by law, e.g., those statutes that govern fiduciary, acquisition, and procurement activities.

6. AUTHORITIES. The DCMO is hereby delegated authority to:

a. Issue, in DoD Instructions, DoD policy within the authorities and responsibilities assigned herein, including authority to propose collateral responsibilities of OSD officials and the Heads of the DoD Components. Such Instructions shall be fully coordinated in accordance with DoD Instruction (DoDI) 5025.01 (Reference (h)). Further, in areas of assigned responsibility and functions, the DCMO has authority to issue other DoD Instructions, DoD Manuals, and one-time Directive-Type Memorandums, consistent with Reference (h), that implement policies approved by the Secretary of Defense. Instructions to the Military Departments shall be issued through the Secretary of the Military Department concerned. Instructions to the Combatant Commands shall normally be communicated through the Chairman of the Joint Chiefs of Staff. These authorities may not be delegated.

b. Obtain reports and information, consistent with DoDI 8910.01 (Reference (i)), as necessary to carry out assigned responsibilities and functions.

c. Communicate with the Military Department CMOs and the Heads of the DoD Components, as necessary, to carry out assigned responsibilities and functions, including the transmission of requests for advice and assistance. Formal communications to the Military Departments shall be transmitted through the Secretaries of the Military Departments, their designees, or as otherwise provided in law or directed by the Secretary of Defense in other DoD issuances.

d. Communicate with other Executive Branch officials, representatives of the Legislative Branch, State and local officials, and members of the public, as appropriate, in carrying out assigned responsibilities and functions. Communications with representatives of the Legislative Branch and State and local officials shall be coordinated with the Assistant Secretary of Defense for Legislative Affairs or the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense, as appropriate, and be consistent with the DoD Legislative Program. Communications with members of the public shall be coordinated with the Assistant Secretary of Defense for Public Affairs, as appropriate.

e. Redelegate these authorities, as appropriate and in writing, except as otherwise indicated in this section or prohibited by law or regulation.

7. RELEASABILITY. UNLIMITED. This Directive is approved for public release. Copies may be obtained through the Internet from the DoD Issuances Web Site at <http://www.dtic.mil/whs/directives>.

8. EFFECTIVE DATE. This Directive is effective immediately.



Gordon England
Deputy Secretary of Defense

Enclosure
References

ENCLOSURE

REFERENCES

- (a) Title 10, United States Code
- (b) Section 904 of Public Law 110-181, "National Defense Authorization Act for Fiscal Year 2008," January 28, 2008
- (c) DoD Directive 5105.02, "Deputy Secretary of Defense," September 18, 2007
- (d) DoD Directive 7045.20, "Capability Portfolio Management," September 23, 2008
- (e) DoD Directive 5105.79, "DoD Senior Governance Councils," May 19, 2008
- (f) Executive Order 13450, "Improving Government Program Performance," November 13, 2007
- (g) Deputy Secretary of Defense Memorandum, "Department of Defense Performance Improvement Officer," January 31, 2008
- (h) DoD Instruction 5025.01, "DoD Directives Program," October 28, 2007
- (i) DoD Instruction 8910.01, "Information Collection and Reporting," March 6, 2007