



OFFICE OF THE DIRECTOR OF
ADMINISTRATION AND MANAGEMENT
(ODA&M).

Transition Book

OFFICE OF THE SECRETARY OF DEFENSE

**OFFICE OF THE DIRECTOR OF ADMINISTRATION
AND MANAGEMENT (ODA&M)**

TRANSITION BOOK

I. ORGANIZATION AND MANAGEMENT

A. Organization

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2. Organization Structure
3. Goals
4. Functions
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B. Management

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2. Regulatory Authority
3. Management Studies and Issues (studies that focus on organizational structure or operation)

C. External Process

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2. Congressional
 - a. Key Committees
 - b. Critical Reports to Congress
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II. BUDGET

- A. Budget Overview
- B. Budget Detail
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- D. Budget Issues

III. PERSONNEL

- A. Summary of Statistics
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1. Organization Management

A

DIRECTOR, ADMINISTRATION AND MANAGEMENT
MAJOR ACTIVITIES OF SUBORDINATE ORGANIZATIONS

**DIRECTORATE FOR ORGANIZATIONAL AND
MANAGEMENT PLANNING**

- Advise and assist the Secretary and Deputy Secretary of Defense, the Director of Administration and Management, and other senior DoD officials on organizational and management problems and issues and the implementation of organizational adjustments, structural realignments, and management reforms to achieve increased effectiveness, efficiency, and economy of operations.
- Conduct analyses and studies of DoD organizations, missions, and functions, and recommend changes for improved organizational, structural, functional, and managerial arrangements for the administration of DoD plans and programs.
- Provide policy guidance, planning, and coordination for the DoD Major Headquarters Program, the DoD Committee Management Program, and the Management Control Program for OSD and other assigned activities.
- Manage and control workyear (manpower requirements for OSD and other assigned activities.
- Develop, coordinate, and maintain currency of DoD Directives and Instructions, to include charter directives for the Offices of the OSD Principal Staff Assistants, the Defense Agencies, the DoD Field Activities, other single manager, joint tenant, or executive agent entities, and other miscellaneous program and policy functions.
- Plan and present briefings on DoD organizational and management arrangements to senior officials of DoD, other Executive Agencies and Departments, the Congress, foreign governments, and corporate, private, and educational organizations.

OSD HISTORICAL OFFICE

- Prepare and publish a continuing History of the Office of the Secretary of Defense.
- Collect and compile documents and data for historical reference and research purposes.
- Coordinate the historical activities of the Department of Defense.

- Represent the Department of Defense in various external processes with other government agencies on matters related to history.
- Chair the DoD Historical Records Declassification Advisory Panel and consult with representatives of other government agencies on matters related to declassification security, as required.
- Prepare special historical studies and perform special assignments.

QUALITY MANAGEMENT OFFICE

- Develop and monitor plans for the implementation of Quality Management within the Department of Defense.
- Provide guidance to DoD organizations seeking to implement Quality Management.
- Determine the appropriate Quality Management training, education, and facilitation requirements for OSD staff members and coordinate available resources to meet those requirements.
- Provide the DoD focal point for both internal and external inquiries for Quality Management issues.
- Provide the OSD interface with the DoD Components for all matters related to Quality Management.



DA&M Mission Statement contained in Section 3.1. below.



Department of Defense DIRECTIVE

NUMBER 5105.53

November 23, 1998

DA&M

SUBJECT: Director of Administration and Management (DA&M)

- References:
- (a) Title 10, United States Code
 - (b) DoD Directive 5105.43, Director of Administration and Management, May 24, 1988 (hereby canceled)
 - (c) DoD Directive 1000.17, "Detail of DoD Personnel to Duty Outside of the Department of Defense," February 24, 1997
 - (d) Title 5, United States Code
 - (e) through (h), see El. Enclosure 1

1. REISSUANCE AND PURPOSE

Pursuant to the authority vested in the Secretary of Defense by Section 113 of reference (a), this Directive reissues reference (b) to update the responsibilities, functions, relationships, and authorities of the DA&M, as prescribed herein.

2. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD), the Military Department, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, and the DoD Field Activities (hereafter referred to collectively as "the DoD Components")

3. RESPONSIBILITIES AND FUNCTIONS

3.1. The Director of Administration and Management shall serve as the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense on

Department-wide organizational and administrative management matters. In this capacity, the DA&M shall:

3.1.1. Advise and assist the Secretary of Defense on administration and organization within the Department of Defense.

3.1.2. Develop and coordinate DoD policy on administrative and organizational matters.

3.1.3. Review, evaluate, and develop recommendations to improve the organization, functions, and management of DoD activities and programs.

3.1.4. Develop and maintain organizational charters for the OSD, the Defense Agencies, the DoD Field Activities, and other appropriate DoD activities, as required.

3.1.5. Develop and coordinate DoD policy and oversee the administration for the following:

3.1.5.1. DOD Committee Management Program.

3.1.5.2. DoD Federal Advisory Committee Management Program.

3.1.5.3. DoD Management Headquarters Program.

3.1.5.4. DoD Quality Management Program.

3.1.5.5. OSD Historical Program.

3.1.5.6. OSD Management Control Program.

3.1.6. Analyze and control manpower requirements for the OSD, other assigned activities and the outside the Department of Defense details program (reference (c)).

3.1.7. Develop and coordinate DoD policy for the implementation of the Department of Defense Freedom of Information Act Program (FOIA), consistent with 5 U.S.C. 552 (reference (d)).

3.1.8. Provide policy oversight of the DoD Privacy Program.

3.1.9. Participate in planning, programming, and budgeting activities related to DA&M responsibilities.

3.1.10. Promote coordination, cooperation, and mutual understanding on matters under DA&M cognizance with the Department of Defense and between the Department of Defense, other Government Agencies, and the public.

3.1.11. Serve on boards, committees, and other groups concerned with matters pertaining to assigned responsibilities, and represent the Secretary and Deputy Secretary of Defense on such matters outside the Department of Defense.

3.1.12. Serve also as the Director, Washington Headquarters Services, in accordance with DoD Directive 5110.4 (reference (e)).

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

4. RELATIONSHIPS

4.1. In the performance of the above functions, the DA&M shall:

4.1.1. Coordinate and exchange information with other OSD officials, heads of the DoD Components, and Federal Agencies having collateral or related functions.

4.1.2. Use existing facilities and services of the Department of Defense and other Federal Agencies, whenever practical, to avoid duplication and achieve maximum efficiency and economy.

4.2. Other OSD officials and heads of the DoD Components shall coordinate with the DA&M on all matters related to the responsibilities and functions cited in section 3., above.

5. AUTHORITIES

5.1. The DA&M is hereby delegated authority to:

5.1.1. Issue DoD Instructions and one-time directive-type memoranda, consistent with DoD 5025.1-M (reference (f)), that implement policies approved by the Secretary of Defense in the assigned areas of responsibility. Instructions to the

Military Department: shall be issued through the Secretaries of those Departments, or their designees. Instructions to the Combatant Commands shall be communicated through the Chairman of the Joint Chiefs of Staff.

5.1.2. Obtain reports, information, advice, and assistance, consistent with DoD Directive 8910.1 (reference (g)), in carrying out assigned functions, as necessary.

5.1.3. Communicate directly with heads of the DoD Components. Communications to the Commanders of the Combatant Commands shall be transmitted through the Chairman of the Joint Chiefs of Staff.

5.1.4. Establish arrangements for DoD participation in non-defense governmental programs for which the DADM is assigned primary staff cognizance.

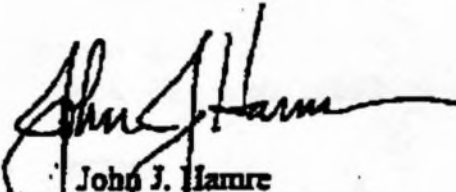
5.1.5. Communicate with other Government Agencies, representatives of the Legislative Branch, and members of the public, as appropriate, in carrying out assigned functions and responsibilities.

5.1.6. Represent the Secretary of Defense before the Joint Committee on Printing, the Public Printer, and the Director of the Office of Management and Budget on all matters relating to printing, binding, and publications requirements, consistent with Chapter 11 of 44 U.S.C. (reference (h)).

5.1.7. Act as the FOIA appellate authority for OSD and Chairman of the Joint Chiefs of Staff with respect to information that was denied public disclosure by an authorized initial denial authority under one or more of the exemptions in 5 U.S.C. 552 (reference (d)).

6. EFFECTIVE DATE

This Directive is effective immediately.



John J. Hamre
Deputy Secretary of Defense

Enclosures : 1

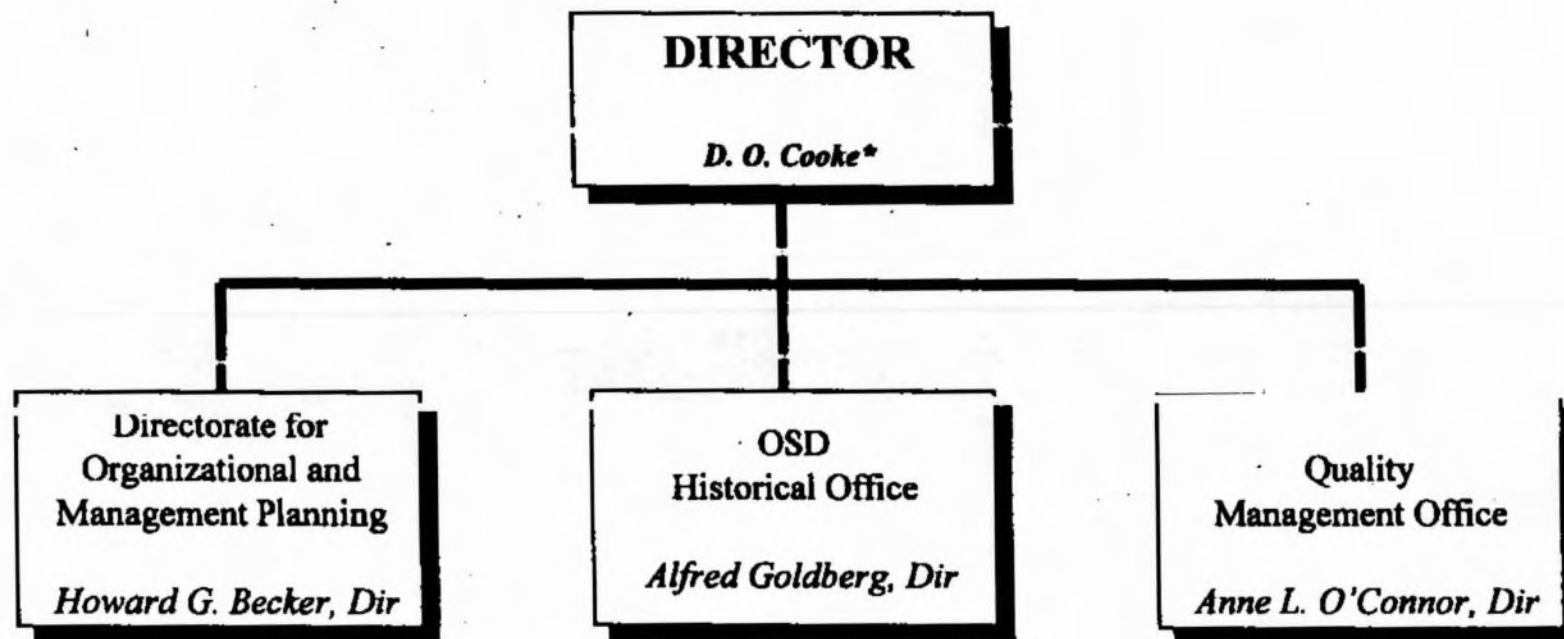
1. References, continued

En. ENCLOSURE 1

References continued

- (e) DoD Directive 5110.4, "Washington Headquarters Services," May 6, 1991
- (f) DoD 5125.1-M, "Department of Defense Directives System Procedures," August 1994, authorized by DoD Directive 5125.1, June 24, 1994
- (g) DoD Directive 8110.1, "Management and Control of Information Requirements," June 11, 1993
- (h) Chapter 11 of title 44, United States Code

OFFICE OF THE DIRECTOR OF ADMINISTRATION AND MANAGEMENT



*Also serves as Director, Washington Headquarters Services.

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U.S. DEPARTMENT OF AGRICULTURE
WASHINGTON, D.C.

Goal:

Provide top quality, creative, and proactive organizational management advice and assistance to the Secretary of Defense, Deputy Secretary of Defense, and principal staff officials in the Office of the Secretary of Defense (OSD), Military Departments, Defense Agencies, DoD Field Activities, and other organizational entities of the Department of Defense in a manner that is consistent with sound management practices, the operational requirements of the Department, and the policies and prerogatives of the Administration.

Manage assigned programs in a manner that efficiently and effectively supports the policies and objectives of the Secretary of Defense and the senior Departmental leadership. These include: the DoD Major Headquarters Activities Program; the OSD/DoD Field Activity Management Control Program; the DoD Committee Management Program; the OSD Historical Program; the DoD Civilian and Military Honorary Awards Program; and DoD Quality Management matters.

Represent and advance the interests and prerogatives of the Secretary of Defense in the external community, within assigned areas of cognizance, in order to promote coordination, cooperation, and mutual understanding between the Department of Defense and other Government Agencies, the Congress, and the public.

1

4

DA&M Functions contained in Section 3 below.



Department of Defense DIRECTIVE

NUMBER 5105.53

November 23, 1998

DA&M

SUBJECT: Director of Administration and Management (DA&M)

- References:
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 - (b) DoD Directive 5105.53, Director of Administration and Management, May 24, 1988 (hereby canceled)
 - (c) DoD Directive 1000.17, "Detail of DoD Personnel to Duty Outside of the Department of Defense," February 24, 1997
 - (d) Title 5, United States Code
 - (e) through (h), see Encl. Enclosure 1

1. REISSUANCE AND PURPOSE

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2. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, and the DoD Field Activities (hereafter referred to collectively as "the DoD Component")

3. RESPONSIBILITIES AND FUNCTIONS

3.1. The Director of Administration and Management shall serve as the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense on

Department-wide organizational and administrative management matters. In this capacity, the DA&M shall:

3.1.1. Advise and assist the Secretary of Defense on administration and organization within the Department of Defense.

3.1.2. Develop and coordinate DoD policy on administrative and organizational matters.

3.1.3. Review, evaluate, and develop recommendations to improve the organization, functions, and management of DoD activities and programs.

3.1.4. Develop and maintain organizational charters for the OSD, the Defense Agencies, the DoD Field Activities, and other appropriate DoD activities, as required.

3.1.5. Develop and coordinate DoD policy and oversee the administration for the following:

3.1.5.1. DOD Committee Management Program.

3.1.5.2. DoD Federal Advisory Committee Management Program.

3.1.5.3. DoD Management Headquarters Program.

3.1.5.4. DoD Quality Management Program.

3.1.5.5. OSD Historical Program.

3.1.5.6. OSD Management Control Program.

3.1.6. Analyze and control manpower requirements for the OSD, other assigned activities and the outside the Department of Defense details program (reference (c)).

3.1.7. Develop and coordinate DoD policy for the implementation of the Department of Defense Freedom of Information Act Program (FOIA), consistent with 5 U.S.C. 552 (reference (d)).

3.1.8. Provide policy oversight of the DoD Privacy Program.

3.1.9. Participate in planning, programming, and budgeting activities related to DA&M responsibilities.

3.1.10. Promote coordination, cooperation, and mutual understanding on matters under DA&M cognizance within the Department of Defense and between the Department of Defense, other Government Agencies, and the public.

3.1.11. Serve on boards, committees, and other groups concerned with matters pertaining to assigned responsibilities, and represent the Secretary and Deputy Secretary of Defense on such matters outside the Department of Defense.

3.1.12. Serve also as the Director, Washington Headquarters Services, in accordance with DoD Directive 5110.4 (reference (e)).

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

4. RELATIONSHIPS

4.1. In the performance of the above functions, the DA&M shall:

4.1.1. Coordinate and exchange information with other OSD officials, heads of the DoD Components, and Federal Agencies having collateral or related functions.

4.1.2. Use existing facilities and services of the Department of Defense and other Federal Agencies, whenever practicable, to avoid duplication and achieve maximum efficiency and economy.

4.2. Other OSD officials and heads of the DoD Components shall coordinate with the DA&M on all matters related to the responsibilities and functions cited in section 3., above.

5. AUTHORITIES

5.1. The DA&M is hereby delegated authority to:

5.1.1. Issue DoD Instructions and one-time directive-type memoranda, consistent with DoD 5125.1-M (reference (3)), that implement policies approved by the Secretary of Defense in the assigned areas of responsibility. Instructions to the

Military Departments shall be issued through the Secretaries of those Departments, or their designees. Instructions to the Combatant Commands shall be communicated through the Chairman of the Joint Chiefs of Staff.

5.1.2. Obtain reports, information, advice, and assistance, consistent with DoD Directive 8910.1 (reference (g)), in carrying out assigned functions, as necessary.

5.1.3. Communicate directly with heads of the DoD Components. Communications to the Commanders of the Combatant Commands shall be transmitted through the Chairman of the Joint Chiefs of Staff.

5.1.4. Establish arrangements for DoD participation in non-defense governmental programs for which the DIA/M is assigned primary staff cognizance.

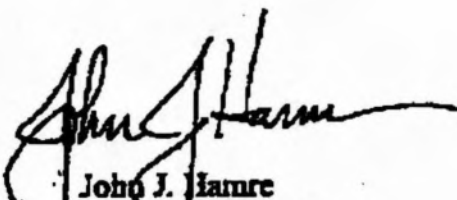
5.1.5. Communicate with other Government Agencies, representatives of the Legislative Branch, and members of the public, as appropriate, in carrying out assigned functions and responsibilities.

5.1.6. Represent the Secretary of Defense before the Joint Committee on Printing, the Public Printer, and the Director of the Office of Management and Budget on all matters relating to printing, binding, and publications requirements, consistent with Chapter 11 of 44 U.S.C. (reference (h)).

5.1.7. Act as the FOIA appellate authority for OSD and Chairman of the Joint Chiefs of Staff with respect to information that was denied public disclosure by an authorized initial denial authority under one or more of the exemptions in 5 U.S.C. 552 (reference (d)).

6. EFFECTIVE DATE

This Directive is effective immediately



John J. Hamre
Deputy Secretary of Defense

Enclosures : 1

1. References, continued

EL. ENCLOSURE 1

References continued

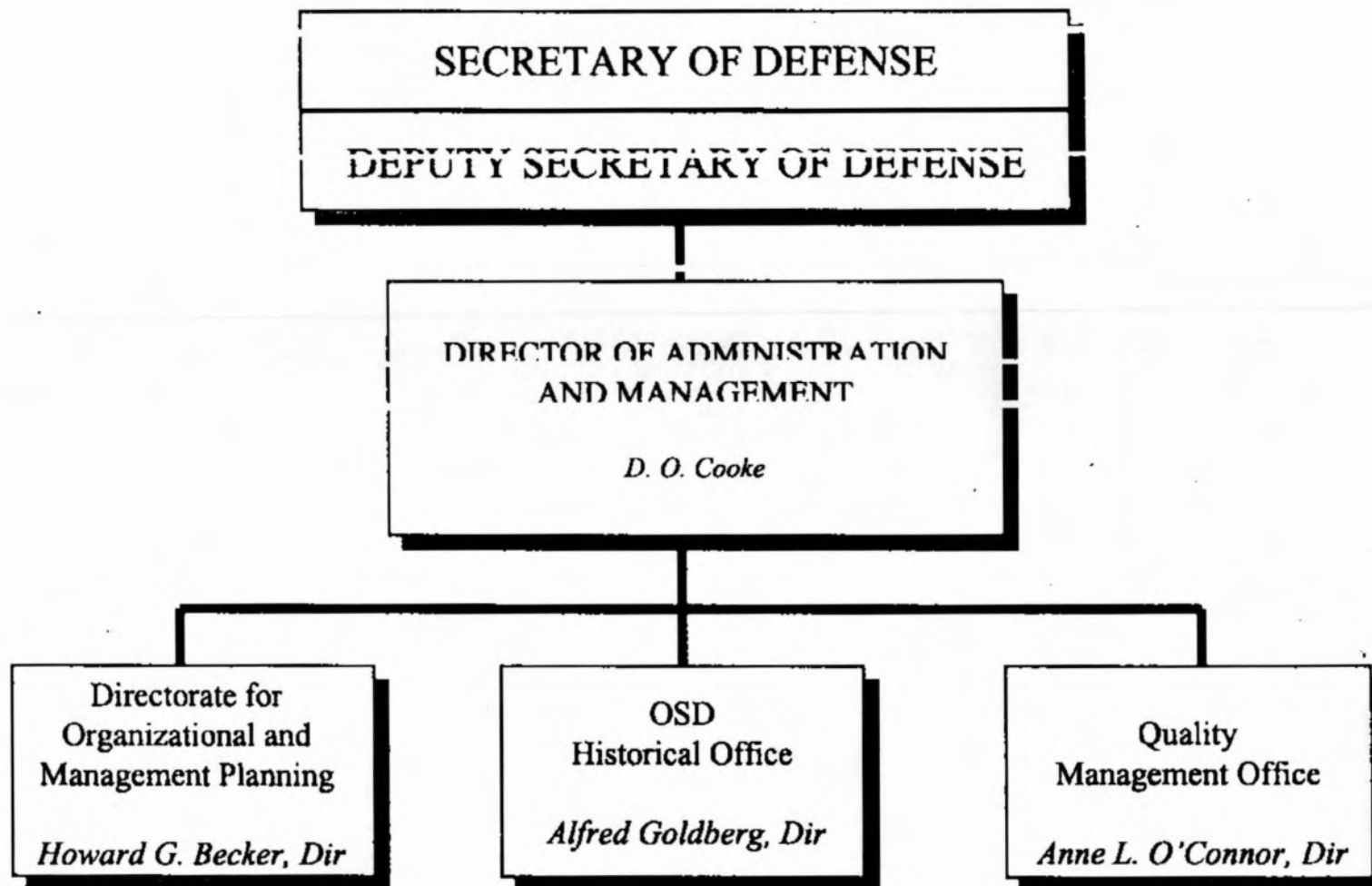
- (e) DoD Directive 5110.4, "Washington Headquarters Services," May 6, 1991
- (f) DoD 5125.1-M, "Department of Defense Directives System Procedures," August 1994, authorized by DoD Directive 5125.1, June 24, 1994
- (g) DoD Directive 8110.1, "Management and Control of Information Requirements," June 11, 1993
- (h) Chapter 11 of title 44, United States Code

B



OFFICE OF THE DIRECTOR OF ADMINISTRATION AND MANAGEMENT

DAM Chain of Command





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WASHINGTON, D.C.

Management Studies and Issues

No current internal management studies and issues.



Department of Defense DIRECTIVE

NUMBER 5105.53

November 23, 1998

DA&M

SUBJECT: Director of Administration and Management (DA&M)

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3.1.12. Serve also as the Director, Washington Headquarters Services, in accordance with DoD Directive 5110.4 (reference (e)).

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

4. RELATIONSHIPS

4.1. In the performance of the above functions, the DA&M shall:

4.1.1. Coordinate and exchange information with other OSD officials, heads of the DoD Components, and Federal Agencies having collateral or related functions.

4.1.2. Use existing facilities and services of the Department of Defense and other Federal Agencies, whenever practicable, to avoid duplication and achieve maximum efficiency and economy.

4.2. Other OSD officials and heads of the DoD Components shall coordinate with the DA&M on all matters related to the responsibilities and functions cited in section 3., above.

5. AUTHORITIES

5.1. The DA&M is hereby delegated authority to:

5.1.1. Issue DoD Instructions and one-time directive-type memoranda, consistent with DoD 5015.1-M (reference (f)), that implement policies approved by the Secretary of Defense in the assigned areas of responsibility. Instructions to the

Military Departments shall be issued through the Secretaries of those Departments, or their designees. Instructions to the Combatant Commands shall be communicated through the Chairman of the Joint Chiefs of Staff.

5.1.2. Obtain reports, information, advice, and assistance, consistent with DoD Directive 8910... (reference (g)), in carrying out assigned functions, as necessary.

5.1.3. Communicate directly with heads of the DoD Components. Communications to the Commanders of the Combatant Commands shall be transmitted through the Chairman of the Joint Chiefs of Staff.

5.1.4. Establish arrangements for DoD participation in non-defense governmental programs for which the DADM is assigned primary staff cognizance.

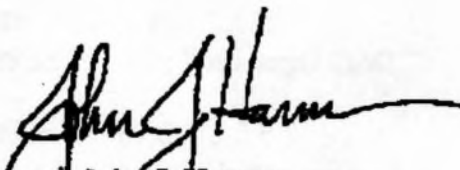
5.1.5. Communicate with other Government Agencies, representatives of the Legislative Branch, and members of the public, as appropriate, in carrying out assigned functions and responsibilities.

5.1.6. Represent the Secretary of Defense before the Joint Committee on Printing, the Public Printer, and the Director of the Office of Management and Budget on all matters relating to printing, binding, and publications requirements, consistent with Chapter 11 of 44 U.S.C. (reference (h)).

5.1.7. Act as the FOIA appellate authority for OSD and Chairman of the Joint Chiefs of Staff with respect to information that was denied public disclosure by an authorized initial denial authority under one or more of the exemptions in 5 U.S.C. 552 (reference (d)).

6. **EFFECTIVE DATE**

This Directive is effective immediately.



John J. Hamre
Deputy Secretary of Defense

Enclosures - 1

1. References, continued

EL. 1 ENCLOSURE 1

References, continued

- (e) DoD Directive 5110.4, "Washington Headquarters Services," May 6, 1991
- (f) DoD 5125.1-M, "Department of Defense Directives System Procedures," August 1994, authorized by DoD Directive 5125.1, June 24, 1994
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2



Executive – Key Interagency Relationships

Interagency Council on Administrative Management – Member

Cooperative Administrative Support Unit Program – Chair/DoD Representative

International Cooperative Administrative Support Services –DoD Representative

Local Federal Coordinating Committee, Combined Federal Campaign of the National Capital Area – Chair

General Services Administration – DoD Interface on DoD Committee Management Matters

National Historical Publications and Records Commission – DoD Representative

Federal Quality Network – DoD Interface on Quality Management Matters

Government Printing Office and Office of Management and Budget – DoD Interface on Printing Matters

A

B

Critical Reports to the Congress

"Annual Justifications for Department of Defense Committees Subject to the Federal Advisory Committee Act" as required by Public Law 105-85, Section 904.

"Secretary of Defense Biennial Review of Defense Agencies and Department of Defense Field Activities" as required by 10 U.S.C. 192(c).

c

Pending Legislative Issues

No current pending legislative issues.

11 Budget

A

Budget Overview

Office of the Director, Administration and Management
Office of the Secretary of Defense
Operation & Maintenance, Defense-wide
(Dollars in Thousands)

<u>Component</u>	<u>FY 2000 Actual</u>
Immediate Office	251
Directorate, Organization and Management Planning	1,740
Historian's Office	1,615
Quality Management Office	<u>1,318</u>
Total	4,924

Note:

The values above include compensation, benefits, travel, and contracted services. All other operational support costs such as rent, utilities, printing, supplies, and equipment are centrally programmed and budgeted in the Washington Headquarters Services budget.

B

Budget Detail

Office of the Director Administration and Management
Office of the Secretary of Defense
Operation & Maintenance, Defense-wide
(Dollars in Thousands)

<u>Component</u>	<u>FY 2000 Actual</u>	
Immediate Office		
Salaries and benefits	248	
Travel	3	
Contracted services	<u> </u>	
subtotal		251
Directorate, Organization and Management Planning		
Salaries and benefits	1,170	
Travel	11	
Contracted services	<u>559</u>	
subtotal		1,740
Historian's Office		
Salaries and benefits	520	
Travel	6	
Contracted services	<u>1,089</u>	
subtotal		1,615
Quality Management Office		
Salaries and benefits	643	
Travel	49	
Contracted services	<u>585</u>	
subtotal		<u>1,277</u>
Grand total		4,883

Note: All other operational support costs such as rent, utilities, printing, supplies, and equipment are centrally programmed and budgeted in the Washington Headquarters Services budget.

c

Budget Trends

Office of the Director Administration and Management
Office of the Secretary of Defense
Operation & Maintenance, Defense-wide
(Dollars in Thousands)

<u>Component</u>	<u>FY 2000 Actual</u>	<u>FY 2001 Estimate</u>	<u>FY 2002 Estimate</u>
Immediate Office	251	254	264
Directorate, Organization and Management Planning	1,740	1,885	2,181
Historian's Office	1,615	777	807
Quality Management Office	<u>1,318</u>	<u>1,527</u>	<u>1,425</u>
Totals	4,924	4,443	4,677

Note:

The values above include compensation, benefits, travel, and contracted services. All other operational support costs such as rent, utilities, printing, supplies, and equipment are centrally programmed and budgeted in the Washington Headquarters Services budget.

Budget issues

No current budget issues.

A

D

111 Personnel

Summary of Statistics - Manpower Resources

<u>Component</u>	<u>Civilian</u>	<u>Military</u>	<u>Total</u>
Immediate Office of Director	2	0	2
Directorate for Organizational and Management Planning	11	0	11
OSD Historical Office	5	0	5
Quality Management Office	<u>5</u>	<u>0</u>	<u>5</u>
Sub-Total	23	0	23
OSD Special Programs*			
Intermittent Consultants	<u>15</u>	<u>0</u>	<u>15</u>
Sub-Total	15	0	15
Grand Total	38	0	38

*Budgeted FTEs for workyears utilized by paid intermittent consultants supporting the Secretary of Defense and OSD Component.

B

Personnel Management Issues

No current internal personnel management issues.

IV policy Issues

A

Overview of the Policy Development Process

Given the relatively small size of the DA&M organization, policy matters are resolved through the personal interfaces between the Director, Administration and Management and his subordinate directors, either individually or collectively. As required, other policy development forums, such as executive working groups, process action teams, and other ad hoc groups, may be convened to facilitate the development and evaluation of policy.

B

Major Policy Issues

No current major policy issues requiring immediate attention.

B

**OFFICE OF THE DIRECTOR OF ADMINISTRATION
AND MANAGEMENT (ODA&M)**

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