



Department of Defense

DIRECTIVE

NUMBER 5100.01
December 21, 2010

DA&M

SUBJECT: Functions of the Department of Defense and Its Major Components

References: See Enclosure 1

1. PURPOSE. This Directive:

a. Reissues DoD Directive (DoDD) 5100.1 (Reference (a)).

b. Establishes the functions of the Department of Defense and its major Components, supporting the core mission areas of the Armed Forces, which are broad DoD military operations and activities required to achieve the strategic objectives of the National Security Strategy, National Defense Strategy, and National Military Strategy (References (b), (c), and (d)), in accordance with title 10, United States Code (U.S.C.) (Reference (e)).

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 (IG DoD), 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. FUNCTIONS OF THE DEPARTMENT OF DEFENSE. As prescribed by higher authority, the Department of Defense shall maintain and use armed forces to:

a. Support and defend the Constitution of the United States against all enemies, foreign and domestic.

b. Ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interest.

c. Uphold and advance the national policies and interests of the United States.

4. ORGANIZATIONAL RELATIONSHIPS IN THE DEPARTMENT OF DEFENSE

a. All functions in the Department of Defense are performed under the authority, direction, and control of the Secretary of Defense.

b. The Department of Defense is composed of OSD, the Joint Chiefs of Staff, the Joint Staff, the Office of the IG DoD, the Combatant Commands, the Military Departments, the Defense Agencies, the DoD Field Activities, and such other offices, agencies, activities, organizations, and commands established or designated by law, or by the President or by the Secretary of Defense, in accordance with sections 111, 113, and 192 of Reference (e). The functions of the heads of these offices shall be as assigned by the Secretary of Defense in accordance with existing law.

(1) In providing immediate staff assistance and advice to the Secretary of Defense, the OSD and the Joint Chiefs of Staff, though separately identified and organized, shall function in full coordination and cooperation.

(a) OSD is the principal staff element of the Secretary of Defense in the exercise of policy development, planning, resource management, fiscal and program evaluation and oversight, and interface and exchange with other U.S. Government (USG) departments and agencies, foreign governments, and international organizations, through formal and informal processes. OSD also performs oversight and management of the Defense Agencies and DoD Field Activities.

(b) The Chairman of the Joint Chiefs of Staff and other members of the Joint Chiefs of Staff are responsible to the President and the Secretary of Defense for the functions assigned to them. To the extent it does not impair independence in the performance of their duties as members of the Joint Chiefs of Staff, members of the Joint Chiefs of Staff, except the Chairman of the Joint Chiefs of Staff and the Vice Chairman of the Joint Chiefs of Staff, shall inform the Secretary of their respective Military Department regarding military advice rendered as members of the Joint Chiefs of Staff on matters affecting the Military Departments.

(2) The Office of the IG DoD is an independent and objective unit within the Department of Defense that conducts and supervises audits and investigations relating to the programs and operations of the Department of Defense, pursuant to the responsibilities specified in title 5, U.S.C. Appendix and DoDD 5106.01 (References (f) and (g)).

(3) The Commanders of the Combatant Commands are responsible to the President and the Secretary of Defense for accomplishing the military missions assigned to them and shall exercise command authority over assigned forces as directed by the Secretary of Defense, pursuant to section 164 of Reference (e). The operational chain of command runs from the President to the Secretary of Defense to the Commanders of the Combatant Commands. The Chairman of the Joint Chiefs of Staff functions within the chain of command by transmitting to the Commanders of the Combatant Commands the orders of the President or the Secretary of Defense.

(a) Orders to such Commanders shall be issued by the President, the Secretary of Defense, or by the Chairman of the Joint Chiefs of Staff with the authority and direction of the President or the Secretary of Defense.

(b) Communications from the President or the Secretary of Defense to the Commanders of the Combatant Commands shall be transmitted through the Chairman of the Joint Chiefs of Staff, unless otherwise directed. Communications from the Commanders of the Combatant Commands to the President or the Secretary of Defense shall be transmitted through the Chairman of the Joint Chiefs of Staff, unless otherwise directed.

(c) Communications addressed to the Commanders of the Combatant Commands by other authority normally shall be coordinated with the Chairman of the Joint Chiefs of Staff. Information copies of all communications in matters of joint interest among Washington-level offices, agencies, activities, and commands and the Combatant Commands shall be provided to the Chairman of the Joint Chiefs of Staff.

(d) Subject to the authority, direction, and control of the Secretary of Defense, the Chairman acts as the spokesperson for the Commanders of the Combatant Commands, especially on the operational requirements of their commands, and shall be responsible for overseeing the activities of the Combatant Commands. The President and the Secretary of Defense may assign other duties to the Chairman to assist the President and the Secretary of Defense in performing their command functions.

(e) The U.S. Special Operations Command (USSOCOM) is a Combatant Command with unique functions, responsibilities, and authorities as assigned in section 167 of Reference (e). These unique functions, responsibilities, and authorities are similar to a number of authorities exercised by the Military Departments and Defense Agencies and include programming, budgeting, acquisition, training, organizing, equipping, and providing special operations forces (SOF), and developing SOF strategy, doctrine, tactics, and procedures.

(4) Each Military Department (the Department of the Navy includes the U.S. Navy, the U.S. Marine Corps, and the U.S. Coast Guard, when transferred in accordance with sections 2, 3, and 145 of title 14, U.S.C. (Reference (h))) shall be separately organized under its own Secretary and shall function under the authority, direction, and control of the Secretary of Defense. Orders to the Military Departments shall be issued through the Secretaries of these Departments by the Secretary of Defense, or under authority specifically delegated in writing by the Secretary of Defense, or as provided by law.

(a) The Secretary of each Military Department, and the civilian employees and Military Service members under the jurisdiction of the Military Department Secretary, shall cooperate fully with OSD to achieve efficient administration of the Department of Defense and to exercise the authority, direction, and control of the Secretary of Defense effectively, efficiently, and economically.

(b) The Secretary of Defense shall keep the Secretaries of the Military Departments informed with respect to military operations and activities of the Department of Defense that directly affect their respective responsibilities.

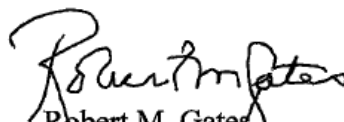
(c) The National Guard Bureau (NGB) is a joint activity of the Department of Defense. The Chief, NGB is a principal advisor to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff, on matters involving non-federalized National Guard forces, and other matters as determined by the Secretary of Defense. For NGB matters pertaining to the responsibilities of the Departments of the Army and Air Force in law or DoD policy, the Secretary of Defense normally exercises authority, direction, and control over the NGB through the Secretaries of the Army and the Air Force. The NGB is the focal point at the strategic level for National Guard matters that are not under the authority, direction, and control of the Secretaries of the Army or Air Force, including joint, interagency, and intergovernmental matters where the NGB acts through other DoD officials as specified in DoDD 5105.77 (Reference (i)).

(5) The Defense Agencies and DoD Field Activities are organized to perform selected consolidated support and service functions under the authority, direction, and control of the Secretary of Defense.

5. FUNCTIONS OF THE DoD COMPONENTS. The functions of the major components of the Department of Defense are described in Enclosures 2 through 8.

6. RELEASABILITY. UNLIMITED. This Directive is approved for public release and is available on the Internet from the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

7. EFFECTIVE DATE. This Directive is effective immediately.


Robert M. Gates
Secretary of Defense

Enclosures

1. References
2. Functions of the Secretary of Defense and the Office of the Secretary of Defense
3. Functions of the Joint Chiefs of Staff
4. Functions of the Office of the IG DoD
5. Functions of the Combatant Commands
6. Functions of the Military Departments
7. Functions of the Defense Agencies
8. Functions of the DoD Field Activities

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ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5100.1, "Functions of the Department of Defense and Its Major Components," August 1, 2002 (hereby cancelled)
- (b) The National Security Strategy of the United States of America, May 2010
- (c) The National Defense Strategy, June 2008
- (d) The National Military Strategy of the United States of America, 2004
- (e) Title 10, United States Code
- (f) Title 5, United States Code Appendix, "Inspector General Act of 1978," as amended
- (g) DoD Directive 5106.01, "Inspector General of the Department of Defense," April 13, 2006
- (h) Title 14, United States Code
- (i) DoD Directive 5105.77, "National Guard Bureau (NGB)," May 21, 2008
- (j) DoD Directive 5105.79, "DoD Senior Governance Councils," May 19, 2008
- (k) DoD Directive 5134.01, "Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L))," December 9, 2005
- (l) DoD Directive 5111.1, "Under Secretary of Defense for Policy (USD(P))," December 9, 1999
- (m) Title 31, United States Code
- (n) DoD Directive 5118.03, "Under Secretary of Defense (Comptroller) (USD(C))/Chief Financial Officer (CFO), Department of Defense," January 6, 1997
- (o) DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R))," June 23, 2008
- (p) DoD Directive 5143.01, "Under Secretary of Defense for Intelligence (USD(I))," November 23, 2005
- (q) DoD Directive 5105.82, "Deputy Chief Management Officer (DCMO) of the Department of Defense," October 17, 2008
- (r) DoD Directive 5142.01, "Assistant Secretary of Defense (Legislative Affairs) (ASD(LA))," September 15, 2006
- (s) DoD Directive 5144.1, "Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer (ASD(NII)/DoD CIO)," May 2, 2005
- (t) DoD Directive 5122.05, "Assistant Secretary of Defense for Public Affairs (ASD(PA))," September 5, 2008
- (u) DoD Directive 5145.01, "General Counsel of the Department of Defense," May 2, 2001
- (v) DoD Directive 5141.02, "Director of Operational Test and Evaluation (DOT&E)," February 2, 2009
- (w) DoD Directive 5148.11, "Assistant to the Secretary of Defense for Intelligence Oversight (ATSD(IO))," September 20, 2010
- (x) DoD Directive 5105.53, "Director of Administration and Management (DA&M)," February 26, 2008
- (y) DoD Directive 5111.11, "Director of Net Assessment," December 23, 2009
- (z) DoD Directive 5101.1, "DoD Executive Agent," September 3, 2002
- (aa) DoD Directive 3000.06, "Combat Support Agencies," July 10, 2007

- (ab) Memorandum of Agreement Between the Department of Defense and Department of Homeland Security on the Use of U.S. Coast Guard Capabilities and Resources in Support of the National Military Strategy, Endorsed by the Secretary of Defense on May 20, 2008¹
- (ac) DoD Directive 5134.10, "Defense Advanced Research Projects Agency (DARPA)," February 17, 1995
- (ad) DoD Directive 5105.80, "Defense Business Transformation Agency (BTA)," November 12, 2008
- (ae) DoD Directive 5105.55, "Defense Commissary Agency (DeCA)," March 12, 2008
- (af) DoD Directive 5105.36, "Defense Contract Audit Agency (DCAA)," January 4, 2010
- (ag) DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)," September 27, 2000
- (ah) DoD Directive 5118.5, "Defense Finance and Accounting Service," November 26, 1990
- (ai) DoD Directive 5105.19, "Defense Information Systems Agency (DISA)," July 25, 2006
- (aj) DoD Directive 5105.21, "Defense Intelligence Agency (DIA)," March 18, 2008
- (ak) DoD Directive 5145.4, "Defense Legal Services Agency," December 15, 1989
- (al) DoD Directive 5105.22, "Defense Logistics Agency (DLA)," May 17, 2006
- (am) DoD Directive 5105.65, "Defense Security Cooperation Agency (DSCA)," October 31, 2000
- (an) DoD Directive 5105.42, "Defense Security Service (DSS)," August 3, 2010
- (ao) DoD Directive 5105.62, "Defense Threat Reduction Agency (DTRA)," November 28, 2005
- (ap) DoD Directive 5134.9, "Missile Defense Agency (MDA)," September 17, 2009
- (aq) DoD Directive 5105.60, "National Geospatial-Intelligence Agency (NGA)," July 29, 2009
- (ar) DoD Directive 5105.23, "National Reconnaissance Office (NRO)," March 27, 1964
- (as) DoD Directive 5100.20, "National Security Agency/Central Security Service (NSA/CSS)," January 26, 2010
- (at) DoD Directive 5105.68, "Pentagon Force Protection Agency (PFPA)," December 19, 2008
- (au) DoD Directive 5105.74, "Defense Media Activity (DMA)," December 18, 2007
- (av) DoD Directive 5110.10, "Defense Prisoner of War/Missing Personnel Office (DPMO)," September 21, 2005
- (aw) DoD Directive 5105.73, "Defense Technical Information Center (DTIC)," August 19, 2005
- (ax) DoD Directive 5105.72, "Defense Technology Security Administration (DTSA)," July 28, 2005
- (ay) DoD Directive 1342.20, "Department of Defense Education Activity (DoDEA)," October 19, 2007
- (az) DoD Directive 5100.87, "Department of Defense Human Resources Activity (DoDHRA)," February 19, 2008
- (ba) DoD Directive 5105.71, "Department of Defense Test Resource Management Center (TRMC)," March 8, 2004
- (bb) DoD Directive 3030.01, "Office of Economic Adjustment (OEA)," March 5, 2006
- (bc) DoD Directive 5136.12, "TRICARE Management Activity (TMA)," May 31, 2001
- (bd) DoD Directive 5110.4, "Washington Headquarters Services (WHS)," October 19, 2001

¹ This may be obtained by authorized users on the SIPRNET U.S. Coast Guard website at [http://www.uscg.smil.mil/opd/images/2008 MOA between DHS and DOD on the use of USCG Resources.pdf](http://www.uscg.smil.mil/opd/images/2008%20MOA%20between%20DHS%20and%20DOD%20on%20the%20use%20of%20USCG%20Resources.pdf).

ENCLOSURE 2

FUNCTIONS OF THE SECRETARY OF DEFENSE AND THE OFFICE OF THE
SECRETARY OF DEFENSE

OSD is a major component of the Department of Defense. OSD comprises the Deputy Secretary of Defense, who also serves as the Chief Management Officer of the Department of Defense; the Under Secretaries of Defense; the Deputy Chief Management Officer of the Department of Defense (DCMO); the General Counsel of the Department of Defense (GC DoD); the Assistant Secretaries of Defense (ASDs); the Assistants to the Secretary of Defense (ATSDs); the OSD Directors, and equivalents, who report directly to the Secretary or the Deputy Secretary of Defense; their staffs; the IG DoD; and such other staff offices within OSD established by law or the Secretary of Defense to assist in carrying out assigned responsibilities.

a. The Secretary of Defense is a cabinet member and Head of the Department of Defense, an Executive Department. Pursuant to section 113 of Reference (e), the Secretary of Defense is the principal assistant and advisor to the President on Defense matters and serves as the leader and chief executive officer of the Department. The Secretary of Defense:

(1) Exercises authority, direction, and control over the Department of Defense.

(2) Performs the functions and duties of the office and exercises its powers through, or with the aid of, such persons in, or organizations of, the Department of Defense as he or she designates.

(3) Provides policy guidance to the Heads of DoD and OSD Components for the preparation and review of the program recommendations and budget proposals of their respective components. Such guidance includes:

(a) National security objectives and policies.

(b) The priorities of military missions.

(c) Resource levels projected to be available for the period of time for which such recommendations and proposals are to be effective.

(d) Strategic direction and policy, program, and resources priorities in support of the President's National Security Strategy and Unified Command Plan. Such guidance will be promulgated in the National Defense Strategy, Quadrennial Defense Review, and Quadrennial Roles and Missions Review, as well as other documents, as appropriate.

(4) Provides, with the advice and assistance of the Chairman of the Joint Chiefs of Staff, to the Secretaries of the Military Departments and to the Commanders of the Combatant Commands, guidelines to direct the effective planning, preparation, resourcing, and execution of military operations.

(5) Keeps the Secretaries of the Military Departments informed regarding military operations and activities of the Department of Defense that directly affect their respective responsibilities.

(6) Provides policy guidance to the Department regarding support to civil authorities in an incident of national significance or a catastrophic event, for homeland defense, and for defense support to civil authorities.

(7) Provides policy guidance to the Department regarding detection and monitoring of all aerial, maritime, land, space, and cyberspace threats to the national security of the United States.

(8) Establishes, directs, and oversees Defense governance councils and decision-making processes, while retaining ultimate decision-making authority.

(a) The principal integrated civilian-military governance bodies of the Department function in accordance with DoDD 5105.79 (Reference (j)) or as directed by the Secretary of Defense.

(b) The Secretary of Defense chairs meetings of these integrated bodies and is assisted by the Chairman of the Joint Chiefs of Staff, with members listed in Reference (j).

(c) Membership and participants may vary at the discretion of the Secretary of Defense.

(d) Senior OSD officials and the Chairman and Vice Chairman of the Joint Chiefs of Staff chair direct functional oversight committees that provide advice and assistance to these integrated bodies.

b. The Deputy Secretary of Defense, in accordance with the authorities contained in Reference (e), and except as expressly prohibited by law or order of the President or Secretary of Defense, has full power and authority to act for the Secretary of Defense and to exercise the powers of the Secretary of Defense upon any and all matters concerning which the Secretary of Defense is authorized to act pursuant to law. Serving as the Chief Management Officer of the Department of Defense is included without limitation in these authorities. The Deputy Secretary of Defense:

(1) Ensures DoD-wide capability to carry out the strategic plan of the Department of Defense in support of national security objectives.

(2) Ensures the core business missions of the Department are optimally aligned to support the DoD warfighting mission.

(3) Establishes performance goals and measures for improving and evaluating overall economy, efficiency, and effectiveness, and monitor and measure the progress of the Department.

(4) Develops and maintains a DoD-wide strategic plan for business reform.

(5) Participates in DoD governance councils, as directed by the Secretary.

(6) Chairs meetings of the DAWG assisted by the Vice Chairman of the Joint Chiefs of Staff, with DAWG members listed in Reference (j).

c. The Secretary of Defense exercises authority, direction, and control over the Department of Defense, in part, through the Heads of the OSD Components, who also serve as Principal Staff Assistants (PSAs). The PSAs are the Under Secretaries of Defense; the DCMO; the GC DoD; the IG DoD; and those ASDs, ATSDs, and OSD Directors, and equivalents, who report directly to the Secretary or Deputy Secretary of Defense. The PSAs provide advice, assistance, and support to the Secretary of Defense in managing the Department and in carrying out such duties as may be prescribed by the Secretary or by law. Specifically, the PSAs shall:

(1) Implement policy established by the Secretary or Deputy Secretary of Defense and assign responsibilities and provide policy guidance to the Heads of other DoD Components.

(2) Conduct analyses, develop policies, provide advice, make recommendations, and issue guidance on Defense plans and programs.

(3) Develop and initiate programs, plans, actions, and taskings to ensure adherence to DoD policies and national security objectives, and ensure that they are designed to accommodate operational requirements and achieve designated performance outcomes.

(4) Develop systems and standards for the administration, management, and review and evaluation of approved plans and programs.

(5) Participate in related planning, programming, budgeting, and execution activities by reviewing proposed resource programs, formulating budget estimates, recommending resource allocations, and monitoring the implementation and performance of approved programs.

(6) Develop policies, provide advice, and represent the Secretary of Defense on matters concerning interagency partners, foreign governments, and international organizations.

(7) Ensure that OSD Component equities are codified in chartering DoD Directives and that cognizant policies are codified in other DoD Directives and policy DoD Instructions.

(8) Attend and support DoD governance councils, representing respective functional equities.

(9) Inform appropriate organizations and personnel of new and significant trends.

(10) Assume responsibilities, authorities, and relationships as directed by the Secretary and Deputy Secretary of Defense in individual charter Directives as follows:

(a) The Under Secretary of Defense for Acquisition, Technology, and Logistics is the PSA and advisor to the Secretary and Deputy Secretary of Defense for all matters relating to the DoD Acquisition System; research and development; modeling and simulation; systems engineering; advanced technology; developmental test and evaluation; production; systems integration; logistics; installation management; military construction; procurement; environment, safety, and occupational health management; utilities and energy management; document services; and nuclear, chemical, and biological defense programs. See DoDD 5134.01 (Reference (k)).

(b) The Under Secretary of Defense for Policy is the PSA and advisor to the Secretary and Deputy Secretary of Defense for all matters on the formulation of national security and defense policy, and the integration and oversight of DoD policy and plans to achieve national security objectives. See DoDD 5111.1 (Reference (l)).

(c) The Under Secretary of Defense (Comptroller) (USD(C))/Chief Financial Officer (CFO), Department of Defense, is the PSA and advisor to the Secretary and Deputy Secretary of Defense for budgetary and fiscal matters, including financial management, accounting policy and systems; budget formulation and execution; contract audit administration and organization; the Managers' Internal Control Program; and general management improvement programs. The USD(C)/CFO is the chief financial management advisor to the Secretary of Defense and shall manage all functions and responsibilities as assigned in chapter 9, section 3515 of title 31, U.S.C. (Reference (m)). See DoDD 5118.03 (Reference (n)).

(d) The Under Secretary of Defense for Personnel and Readiness is the PSA and advisor to the Secretary and Deputy Secretary of Defense for Total Force management; National Guard and Reserve Component affairs; health affairs; readiness and training; military and civilian personnel requirements; language; education of dependents; equal opportunity; morale, welfare, and recreation; and quality-of-life matters. See DoDD 5124.02 (Reference (o)).

(e) The Under Secretary of Defense for Intelligence (USD(I)) is the PSA and advisor to the Secretary and Deputy Secretary of Defense regarding intelligence, counterintelligence, security, sensitive activities, and other intelligence-related matters. See DoDD 5143.01 (Reference (p)).

(f) The DCMO is the PSA and an advisor to the Secretary and Deputy Secretary of Defense for matters relating to the management and improvement of DoD business operations. See DoDD 5105.82 (Reference (q)).

(g) The Assistant Secretary of Defense for Legislative Affairs (ASD(LA)) is the PSA and advisor to the Secretary and Deputy Secretary of Defense for DoD relations with members of the U.S. Congress. The ASD(LA) shall have as his or her principal duty the overall supervision of DoD legislative affairs. See DoDD 5142.01 (Reference (r)).

(h) The Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer is the PSA and advisor to the Secretary and Deputy Secretary of

Defense for networks and network-centric policies and concepts; command and control; communications; non-intelligence space matters; enterprise-wide integration of DoD information matters; information technology, including National Security Systems; information resources management; spectrum management; network operations; information systems; information assurance; positioning, navigation, and timing policy, including airspace and military-air-traffic control activities; sensitive information integration; contingency support and migration planning; and related matters. See DoDD 5144.1 (Reference (s)).

(i) The Assistant Secretary of Defense for Public Affairs is the PSA and advisor to the Secretary and Deputy Secretary of Defense for DoD news media relations, public liaison, internal communications, community relations, public affairs and visual information training, and audiovisual matters. See DoDD 5122.05 (Reference (t)).

(j) The GC DoD is the PSA and advisor to the Secretary and Deputy Secretary of Defense for defense-related legal issues and is the chief legal officer of the Department of Defense. See DoDD 5145.01 (Reference (u)).

(k) The Director of Operational Test and Evaluation is the PSA and advisor to the Secretary and Deputy Secretary of Defense for operational test and evaluation and live-fire test and evaluation matters. See DoDD 5141.02 (Reference (v)).

(l) The IG DoD is the PSA and advisor to the Secretary and Deputy Secretary of Defense on all audit and criminal investigative matters and for matters relating to the prevention and detection of fraud, waste, and abuse in the programs and operations of the Department of Defense. See Reference (g).

(m) The Assistant to the Secretary of Defense for Intelligence Oversight (ATSD(IO)) is the PSA and advisor to the Secretary and Deputy Secretary of Defense for Intelligence Oversight – the independent oversight of all intelligence, counterintelligence, and intelligence-related activities in the Department of Defense. In this capacity, the ATSD(IO) shall inspect to ensure that all intelligence activities conducted by any of the DoD Components comply with Federal law, Executive orders (E.O.s), Presidential directives, Intelligence Community directives, and DoD issuances. See DoDD 5148.11 (Reference (w)).

(n) The Director of Cost Assessment and Program Evaluation is the PSA and advisor to the Secretary and Deputy Secretary of Defense and other senior officials of the Department of Defense, and shall provide independent analysis and advice to such officials on the matters assigned to the Director, and shall ensure that the cost estimation and cost analysis processes of the Department of Defense provide accurate information and realistic estimates of cost for the acquisition programs of the Department of Defense, pursuant to section 139c of Reference (e).

(o) The Director of Administration and Management (DA&M) is the PSA and advisor to the Secretary and Deputy Secretary of Defense on DoD-wide administration, organization, and management. The DA&M executes a hierarchy of responsibilities in support of the Secretary and Deputy Secretary of Defense; the Department of Defense; OSD, the Defense Agencies, and the DoD Field Activities; and the Pentagon. See DoDD 5105.53 (Reference (x)).

(p) The Director of Net Assessment is the PSA and advisor to the Secretary and Deputy Secretary of Defense on net assessment matters. See DoDD 5111.11 (Reference (y)).

d. The Secretary of Defense, exercising authority, direction, and control over the Defense Agencies and DoD Field Activities, assigns responsibility for the overall supervision of each Defense Agency and DoD Field Activity to a PSA, or other designated official, in accordance with section 192 of Reference (e). Each PSA, or other official designated by the Secretary or Deputy Secretary of Defense, shall:

(1) Exercise authority, direction, and control over designated Defense Agencies and DoD Field Activities.

(2) Ensure the continued effectiveness, efficiency, economy, and performance of designated Defense Agencies and DoD Field Activities.

(3) Be accountable to the Secretary of Defense for the mission performance of designated Defense Agencies and DoD Field Activities.

e. The Secretary of Defense assigns PSAs to oversee the activities of all DoD Executive Agents (EAs) designated in accordance with DoDD 5101.1 (Reference (z)) and other management arrangements, and to periodically assess the performance of the DoD EA assignments and other management arrangements under their cognizance, as assigned.

ENCLOSURE 3

FUNCTIONS OF THE JOINT CHIEFS OF STAFF

The organization of the Joint Chiefs of Staff comprises the Office of the Chairman of the Joint Chiefs of Staff, the Joint Staff, and the Military Service Chiefs when acting in their capacity as the Joint Chiefs of Staff. The Joint Chiefs of Staff, consisting of the Chairman of the Joint Chiefs of Staff; the Vice Chairman of the Joint Chiefs of Staff; the Chief of Staff, U.S. Army; the Chief of Naval Operations; the Chief of Staff, U.S. Air Force; and the Commandant of the Marine Corps, and supported by the Joint Staff under the direction of the Chairman of the Joint Chiefs of Staff, constitute the immediate military staff of the Secretary of Defense.

a. The Chairman of the Joint Chiefs of Staff is the principal military advisor to the President, the National Security Council (NSC), the Homeland Security Council (HSC), and the Secretary of Defense. Subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman of the Joint Chiefs of Staff shall:

(1) Advise and assist the President and the Secretary of Defense in performing their command function.

(2) Attend and participate in meetings of the NSC and HSC subject to the direction of the President.

(3) In carrying out assigned functions, duties, and responsibilities:

(a) Transmit communications between the President or the Secretary of Defense and the Commanders of the Combatant Commands, unless otherwise directed by the President or the Secretary of Defense.

(b) Consult with and seek the advice, as considered appropriate, of the other members of the Joint Chiefs of Staff and the Commanders of the Combatant Commands.

(c) Prescribe the duties and functions of the Vice Chairman of the Joint Chiefs of Staff and the Joint Staff, subject to approval of the Secretary of Defense.

(d) Exercise exclusive direction of the Joint Staff.

(e) Promulgate Joint Chiefs of Staff publications to provide military guidance for joint activities of the Armed Forces.

(f) Perform such other duties as the President or the Secretary of Defense may prescribe.

(4) Advise and assist the President and the Secretary of Defense in providing for the strategic direction of the Armed Forces, including the direction of operations conducted by the

Commanders of the Combatant Commands, and provide military guidance for use by the DoD Components in the preparation of their respective detailed plans.

(5) Be responsible for preparing strategic plans, including plans that conform to resource levels projected by the Secretary of Defense, to be available for the period of time for which the plans are to be effective.

(a) Be responsible for preparing joint logistical and mobility plans to support those strategic plans.

(b) Be responsible for recommending the assignment of logistical and mobility responsibilities to the Armed Forces in accordance with those logistical and mobility plans.

(6) Prepare military strategy and assessments of associated risks. These shall include:

(a) A military strategy to support national objectives within policy and resource-level guidance provided by the Secretary of Defense. This strategy shall include broad military options prepared by the Chairman of the Joint Chiefs of Staff, with the advice of the Joint Chiefs of Staff and the Commanders of the Combatant Commands.

(b) Net assessments to determine the capabilities of the Armed Forces of the United States and its allies as compared to those of possible adversaries.

(7) Upon the completion of each Quadrennial Defense Review, prepare and submit to the Secretary of Defense an assessment of the assignment of functions (or roles and missions) of the Armed Forces, together with any recommendations for changes in assignment that the Chairman of the Joint Chiefs of Staff considers necessary to achieve maximum effectiveness and efficiency of the Armed Forces.

(8) Prepare and submit to the Secretary of Defense, for information and consideration, general strategic guidance for the development of industrial and manpower mobilization programs.

(9) Assess military requirements for DoD acquisition programs.

(10) Advise and assist the Secretary of Defense on the development of policy guidance for the preparation and review of contingency and campaign plans. Accordingly, the Chairman of the Joint Chiefs of Staff shall:

(a) Provide for the preparation and review of contingency plans that conform to policy guidance from the President and the Secretary of Defense.

(b) Be responsible for preparing joint logistical and mobility plans to support those contingency plans and recommend the assignment of logistical and mobility responsibilities to the Armed Forces in accordance with those plans.

(c) Advise the Secretary of Defense on critical deficiencies and strengths in force capabilities (including manpower, logistics, intelligence, and mobility support) identified during the preparation and review of contingency plans, and assess the effect of such deficiencies and strengths on meeting national security objectives and policy and on strategic plans.

(d) Participate, as directed, in the preparation of combined plans for military action in conjunction with the armed forces of other nations.

(11) Advise and assist the Secretary of Defense with the development of annual policy guidance for the Heads of the DoD Components for the preparation and review of program recommendations and budget proposals.

(a) Advise the Secretary of Defense on the extent to which the program recommendations and budget proposals of the Military Departments and other DoD Components conform to the priorities established in strategic plans and with the priorities established for the requirements of the Commanders of the Combatant Commands.

(b) Submit to the Secretary of Defense, when deemed necessary, alternative program recommendations and budget proposals within projected resource levels and guidance provided by the Secretary of Defense, to achieve greater conformance with the priorities established in strategic plans and with the priorities for the requirements of the Commanders of the Combatant Commands.

(c) Recommend budget proposals, pursuant to guidance of the Secretary of Defense, for activities of each Combatant Command, as appropriate. Activities for which funding may be requested include:

1. Joint exercises.
2. Force training.
3. Contingencies.
4. Selected operations.

(d) Advise the Secretary of Defense on the extent to which the major programs and policies of the Armed Forces in the area of manpower conform to strategic plans.

(e) Prepare and submit to the Secretary of Defense, for information and consideration in connection with the preparation of budgets, statements of military requirements based upon U.S. strategic war plans and campaign plans. These statements of requirements shall include tasks, priority of tasks, force requirements, and general strategic guidance for developing military installations and bases, and for equipping and maintaining military forces.

(12) Concerning joint personnel matters:

(a) Advise and assist the Secretary of Defense on the establishment of career guidelines for joint qualified officers.

(b) Review the reports of selection boards that consider for promotion officers serving, or having served, in joint duty assignments in accordance with guidelines furnished by the Secretary of Defense, and return the reports with determinations and comments to the Secretary of the appropriate Military Department.

(c) Submit to the Secretary of Defense an evaluation of the joint duty performance of officers recommended for an initial appointment to the grade of lieutenant general or vice admiral, or initial appointment to the grade of general or admiral.

(13) Assess joint military requirements for command, control, and communications; recommend improvements; and provide guidance on aspects that relate to the conduct of joint operations.

(14) Concerning joint doctrine, education, and training:

(a) Develop and establish doctrine for all aspects of the joint employment of the Armed Forces.

(b) Formulate policies for coordinating the military education and training of members of the Military Services.

1. Advise and assist the Secretary of Defense on the periodic review and revision of the curriculum of each professional military education school to enhance the education and training of officers in joint matters.

2. Exercise direction of the National Defense University and its components.

(c) Formulate policies and procedures for the joint and interagency training, including exercises, of the Armed Forces.

(15) Provide guidance on joint concept development and experimentation activities to the Combatant Commands and Military Services.

(16) Concerning the Combatant Commands:

(a) Advise and assist the President and the Secretary of Defense with establishing Combatant Commands to perform military missions and on prescribing the force structure of those commands.

(b) Periodically, not less than every 2 years, review the missions, responsibilities (including geographic boundaries), and force structure of each Combatant Command; and recommend to the President through the Secretary of Defense, any changes to missions, responsibilities, and force structure, as may be necessary.

(c) Determine the headquarters support, such as facilities, personnel, and communications, required by the Combatant Commands, and recommend the assignment to the Military Departments or other DoD Components, as appropriate, of the responsibilities for providing such support.

(d) Oversee the activities of the Combatant Commands.

(e) After consultation with the Commanders of the Combatant Commands, establish and maintain a uniform system for evaluating the preparedness of each Combatant Command to carry out missions assigned to the command.

(f) Advise the Secretary of Defense on the priorities of the requirements, especially operational requirements, identified by the Commanders of the Combatant Commands.

(g) Advise the Secretary of Defense on whether a Commander of a Combatant Command has sufficient authority, direction, and control over the commands and forces assigned to the command to exercise effective command of those commands and forces.

(h) Advise the Secretary of Defense on whether aspects of the administration and support necessary for the accomplishment of missions should be assigned to the Commander of a Combatant Command.

(i) Advise and assist the Secretary of Defense on measures to provide for the administration and support of forces assigned to each Combatant Command.

(j) Serve as the spokesperson for the Commanders of the Combatant Commands, especially on the operational requirements of their commands.

(k) Review the plans and programs of the Commanders of the Combatant Commands to determine their adequacy and feasibility for the performance of assigned missions.

(17) Provide overall supervision of those Defense Agencies and DoD Field Activities that the Secretary of Defense has designated the Chairman of the Joint Chiefs of Staff to oversee. Perform such other functions with respect to the Defense Agencies and DoD Field Activities as assigned by the Secretary of Defense.

(a) Periodically, not less than every 2 years, report to the Secretary of Defense on the responsiveness and readiness of Defense Agencies and DoD Field Activities, as applicable, designated as Combat Support Agencies (CSAs), on CSA-designated functions, pursuant to section 193 of Reference (e) and DoDD 3000.06 (Reference (aa)) and, in collaboration with the DCMO when applicable, monitor the implementation of reported recommendations.

(b) Provide for the participation of Defense Agencies and DoD Field Activities, designated as CSAs, in joint training exercises, assess their performance, and take steps to provide for changes to improve their performance.

(c) Develop and maintain, in consultation with the Director of each Defense Agency and DoD Field Activity designated as a CSA, a uniform readiness reporting system for CSAs.

(18) Provide for representation of the United States on the Military Staff Committee of the United Nations in accordance with the Charter of the United Nations.

(19) Prepare and submit to the Secretary of Defense military guidance for use in the development of military aid programs and other actions relating to foreign military forces.

(20) Coordinate requests for forces and capabilities to support Combatant Commands, USG departments and agencies, State and local governments, and international partners, as required.

b. The other members of the Joint Chiefs of Staff are military advisers to the President, the NSC, the HSC, and the Secretary of Defense, as follows:

(1) A member of the Joint Chiefs of Staff may submit to the Chairman of the Joint Chiefs of Staff advice or an opinion in disagreement with, or in addition to, the advice or opinion presented by the Chairman of the Joint Chiefs of Staff. If a member submits such advice or opinion, the Chairman of the Joint Chiefs of Staff shall present that advice or opinion to the President, NSC, HSC, or Secretary of Defense at the same time that he or she presents his or her own advice. The Chairman of the Joint Chiefs of Staff shall also, as he or she considers appropriate, inform the President, the NSC, the HSC, or the Secretary of Defense of the range of military advice and opinion with respect to any matter.

(2) The members of the Joint Chiefs of Staff, individually or collectively, in their capacity as military advisers, shall provide advice to the President, the NSC, the HSC, or the Secretary of Defense on a particular matter when the President, the NSC, the HSC, or the Secretary of Defense requests such advice.

c. The Vice Chairman of the Joint Chiefs of Staff shall perform such duties as may be prescribed by the Chairman of the Joint Chiefs of Staff with the approval of the Secretary of Defense. When there is a vacancy in the position of the Chairman of the Joint Chiefs of Staff, or in the absence or disability of the Chairman of the Joint Chiefs of Staff, the Vice Chairman of the Joint Chiefs of Staff shall act as Chairman of the Joint Chiefs of Staff and shall perform the duties of the Chairman of the Joint Chiefs of Staff until a successor is appointed or the absence or disability ceases.

ENCLOSURE 4

FUNCTIONS OF THE OFFICE OF THE IG DoD

1. The Office of the IG DoD is an independent and objective unit within the Department of Defense that conducts and supervises audits and investigations relating to the programs and operations of the Department of Defense.

2. In support of the mission of the Department of Defense, the IG DoD performs the duties, has the responsibilities, and exercises the powers specified in References (f) and (g), to include providing staff assistance and advice to the Secretary and Deputy Secretary of Defense.

3. Pursuant to section 3(a) of Reference (f), and as specified in Reference (g), the IG DoD shall report to and be under the general supervision of the Secretary and Deputy Secretary of Defense, but shall not report to, or be subject to supervision by, any other officer of the Department of Defense. Neither the Secretary of Defense nor the Deputy Secretary of Defense shall prevent or prohibit the IG DoD from initiating, carrying out, or completing any audit, evaluation, inspection or investigation, or from issuing any subpoena during the course of any audit or investigation, except as specified in section 8(b) of Reference (f).

ENCLOSURE 5

FUNCTIONS OF THE COMBATANT COMMANDS

1. COMMON COMBATANT COMMAND FUNCTIONS

a. Unless otherwise directed by the President or the Secretary of Defense, the Commander of a Combatant Command exercises authority, direction, and control over the commands and forces assigned to that command and, regarding the following command functions, shall:

(1) Give authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of military operations, joint training, and logistics.

(2) Prescribe the chain of command to the commands and forces within the command.

(3) Organize commands, and forces within that command, as considered necessary to carry out missions assigned to the command.

(4) Employ forces within that command, as considered necessary to carry out missions assigned to the command.

(5) Assign command functions to subordinate commanders, as appropriate.

(6) Coordinate and approve those aspects of administration, support (including control of resources and equipment, internal organization, and training), and discipline necessary to carry out missions assigned to the command.

(7) Exercise the authority with respect to selecting subordinate commanders, selecting Combatant Command staff, suspending subordinates, and convening courts-martial, as provided in Reference (e).

b. Provide support and, if required, transfer forces to other Combatant Commands as directed by the Secretary of Defense.

c. If a Commander of a Combatant Command at any time considers his or her authority, direction, or control with respect to any of the commands or forces assigned to the command or support from another Combatant Command to be insufficient to accomplish the assigned missions or command effectively, the Commander shall promptly inform the Secretary of Defense, normally via the Chairman of the Joint Chiefs of Staff.

d. Unless otherwise directed by the President or the Secretary of Defense, Commanders of the Combatant Commands exercise authority over subordinate commanders as follows:

(1) Commanders of commands and forces assigned to a Combatant Command are under the authority, direction, and control of, and are responsible to, the Commander of the Combatant Command on all matters for which the Commander of the Combatant Command has been assigned authority pursuant to paragraph 1.a. of this enclosure.

(2) The commander of a command or force referred to in subparagraph 1.d.(1) of this enclosure shall communicate with other elements of the Department of Defense on any matter for which the Commander of the Combatant Command has been assigned authority pursuant to paragraph 1.a. of this enclosure in accordance with procedures, if any, established by the Commander of the Combatant Command.

(3) Other elements of the Department of Defense shall communicate with the commander of a command or force referred to in subparagraph 1.d.(1) of this enclosure on any matter for which the Commander of the Combatant Command has been assigned authority pursuant to paragraph 1.a. of this enclosure, in accordance with procedures, if any, established by the Commander of the Combatant Command.

(4) If directed by the Commander of the Combatant Command, the commander of a command or force referred to in subparagraph 1.d.(1) of this enclosure shall advise the Commander of the Combatant Command of all communications to and from other elements of the Department of Defense on any matter for which the Commander of the Combatant Command has not been assigned authority pursuant to paragraph 1.a. of this enclosure.

2. USSOCOM FUNCTIONS. In addition to the functions identified in section 1 of this enclosure, USSOCOM has the functions outlined in this section.

a. USSOCOM, within the Department of Defense, includes SOF, both Active and Reserve Components, not otherwise assigned.

b. Commander, USSOCOM, in coordination with the Military Service Chiefs, is responsible for the preparation of SOF necessary for effective prosecution of all armed conflicts, however such conflicts are characterized, and in all other military operations, except as otherwise assigned, and in accordance with integrated joint mobilization plans, for the expansion of USSOCOM to meet the demands of the full range of military operations.

c. Subject to the authority, direction, and control of the Secretary of Defense, Commander, USSOCOM, is responsible for, and has the authority necessary to conduct, in addition to those specified, all affairs of such command relating to special operations activities, including:

(1) In coordination with the Military Service Chiefs, organize, train, equip, and provide SOF, doctrine, procedures, and equipment for:

(a) Counterterrorism operations.

(b) Counterproliferation of weapons of mass destruction.

- (c) Foreign internal defense.
 - (d) Security force assistance (SFA).
 - (e) Counterinsurgency.
 - (f) Unconventional warfare.
 - (g) Direct action.
 - (h) Special reconnaissance.
 - (i) Civil affairs operations (CAO).
 - (j) Military information support operations (MISO).
 - (k) Information operations.
 - (l) Activities specified by the President or Secretary of Defense.
- (2) Acquire and/or develop, including through the conduct of research, special operations-peculiar equipment, and other special operations-peculiar material, supplies, and/or services.
- (3) Provide special operations-peculiar logistical support for SOF and for other forces assigned to USSOCOM, including procurement, distribution, supply, equipment, and maintenance, unless otherwise directed by the Secretary of Defense.
- (4) Conduct operational testing and evaluation of special operations-peculiar equipment; ensuring the interoperability of equipment and forces.
- (5) Prepare and submit, to the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict and Interdependent Capabilities, pursuant to section 138 of Reference (e), program recommendations and budget proposals for SOF and for other forces assigned to USSOCOM; justify before the Congress budget requests as approved by the President; and administer the funds made available.
- (6) Serve as the SOF joint force provider responsible for identifying and recommending global joint sourcing solutions to the Chairman of the Joint Chiefs of Staff, in coordination with the Military Service Chiefs and other Combatant Commanders, from all SOF and capabilities, and supervising implementation of sourcing decisions.
- (7) With respect to CAO, MISO, and SFA, and in coordination with the Military Service Chiefs:

(a) In coordination with the Chairman of the Joint Chiefs of Staff, develop joint training, doctrine, and education, and identify required joint capabilities across all warfighting domains.

(b) Establish standards to ensure interoperability of DoD special operations and conventional forces and equipment.

(c) Collaborate with the Joint Staff and the United States Joint Forces Command, in coordination with the Military Services and geographic Combatant Commands, to develop global joint sourcing solutions that recommend the most appropriate forces for validated requirements to the Global Force Management Board.

(d) Coordinate through the OSD and the Joint Staff to consult with other USG departments and agencies on future initiatives, strategies, concepts, and plans (except interagency activities and responsibilities which have been approved by the Department of Defense under the USSOCOM Interagency Partnership Program).

(8) Serve as a source of SFA expertise to joint task forces or Combatant Command headquarters.

(9) Coordinate on Military Department and Military Service personnel management policy and plans as they relate to accessions, assignments, compensation, promotions, professional development, readiness, retention, sustainment, and training of all SOF personnel. This coordination shall not interfere with the title 10 authorities of the Military Departments or Military Services.

(10) Ensure the combat readiness of forces assigned to USSOCOM.

d. Other responsibilities of USSOCOM include:

(1) With respect to amphibious operations, develop, in coordination with the Military Services, tactics, techniques, and equipment unique to USSOCOM.

(2) With respect to airborne operations:

(a) Provide USSOCOM forces for the air movement of troops, supplies, and equipment in joint airborne operations.

(b) Develop tactics and techniques employed by SOF in the air movement of troops, supplies, and equipment.

ENCLOSURE 6

FUNCTIONS OF THE MILITARY DEPARTMENTS

1. COMMON MILITARY DEPARTMENT FUNCTIONS. For purposes other than the operational direction of the Combatant Commands, the chain of command runs from the President to the Secretary of Defense to the Secretaries of the Military Departments and, as prescribed by the Secretaries, to the commanders of Military Service forces.

a. Subject to the authority, direction, and control of the Secretary of Defense, the Secretaries of the Military Departments are responsible for, and have the authority necessary to conduct, all affairs of their respective Departments, including:

- (1) Recruiting.
- (2) Organizing.
- (3) Supplying.
- (4) Equipping (including research and development).
- (5) Training.
- (6) Servicing.
- (7) Mobilizing.
- (8) Demobilizing.
- (9) Administering (including the morale and welfare of personnel).
- (10) Maintaining.
- (11) Construction, outfitting, and repairs of military equipment.
- (12) Construction, maintenance, and repair of buildings, structures, and utilities as well as the acquisition, management, and disposal of real property and natural resources.

b. Subject to the authority, direction, and control of the Secretary of Defense, the Secretaries of the Military Departments are also responsible to the Secretary of Defense for ensuring that their respective Departments:

- (1) Operate effectively, efficiently, and responsively.

(2) Formulate policies and programs that are fully consistent with national security objectives and policies established by the President and the Secretary of Defense.

(3) Implement, in a timely and effective manner, policy, program, and budget decisions and instructions of the President or Secretary of Defense.

(4) Present and justify positions on the plans, programs, and policies of the Department of Defense.

(5) Prepare, submit, and justify budgets before Congress, in coordination with other USG departments and agencies, as applicable; and administer the funds made available for maintaining, equipping, and training the forces of their respective departments, including those assigned to the Combatant Commands. Among other things, budget submissions shall be informed by the recommendations of the Military Service Chiefs, Commanders of the Combatant Commands, and of Military Service component commanders of forces assigned to the Combatant Commands.

(6) Establish and maintain reserves of manpower, equipment, and supplies for the effective prosecution of the range of military operations and submit, in coordination with the other Military Departments, mobilization information to the Joint Chiefs of Staff.

(7) Develop integrated mobilization plans for the expansion of peacetime components to meet the needs of war.

(8) Perform Military Department functions necessary to fulfill the current and future operational requirements of the Combatant Commands, including the recruitment, organization, training, and equipping of interoperable forces.

(9) Provide forces to enhance military engagement, conduct security cooperation, build the security capacity of partner states, and deter adversaries to prevent conflict. These actions shall be coordinated with the other Military Departments, Combatant Commands, USG departments and agencies, and international partners, as required.

(10) Provide forces, military missions, and detachments for service in foreign countries as may be required to support the national interests of the United States, and provide, as directed, assistance in training, equipping, and advising the military forces of foreign nations.

(11) Coordinate with the other Military Departments and all of the other DoD Components to provide for more effective, efficient, and economical administration; eliminate duplication; and assist other DoD Components in the accomplishment of their respective functions by providing personnel, intelligence, training, facilities, equipment, supplies, and services, as may be required.

(12) Develop, garrison, supply, equip, and maintain bases and other installations, including lines of communication, and provide administrative and logistical support for all assigned forces and bases, unless otherwise directed by the Secretary of Defense.

(13) Provide, as directed, administrative and logistical support to the headquarters of the Combatant Commands, to include direct support of the development and acquisition of the command and control systems of such headquarters.

(14) Supervise and control Military Department intelligence activities, including the collection, production, and dissemination of military and military-related foreign intelligence and counterintelligence as required for execution of Military Department responsibilities.

(15) Afford USSOCOM an opportunity to coordinate on Military Department and Military Service personnel management policy and plans as they relate to accessions, assignments, compensation, promotions, professional development, readiness, retention, sustainment, and training of all SOF personnel. This coordination shall not interfere with the title 10 authorities of the Military Departments or Military Services.

(16) Engage in such other activities as are prescribed by law, the President, or the Secretary of Defense.

2. COMMON MILITARY SERVICE FUNCTIONS. The Army, the Navy, the Air Force, and the Marine Corps, and the Coast Guard, when transferred to the Department of the Navy in accordance with sections 2, 3, and 145 of Reference (h), to include the Active and Reserve Components of each, under their respective Secretaries, shall provide conventional, strategic, and special operations forces to conduct the range of operations as defined by the President and the Secretary of Defense. Further, they shall perform the following common functions:

a. Develop concepts, doctrine, tactics, techniques, and procedures, and organize, train, equip, and provide land, naval, air, space, and cyberspace forces, in coordination with the other Military Services, Combatant Commands, USG departments and agencies, and international partners, as required, that enable joint force commanders to conduct decisive operations across the spectrum of conflict in order to achieve the desired end state.

b. Determine Military Service force requirements and make recommendations concerning force requirements to support national security objectives and strategy and to meet the operational requirements of the Combatant Commands.

c. Recommend to the Joint Chiefs of Staff the assignment and deployment of forces to the Combatant Commands established by the President through the Secretary of Defense.

d. Monitor and assess Military Service operational readiness and capabilities of forces for assignment to the Combatant Commands and plan for the use of the intrinsic capabilities of the other Military Services and USSOCOM that may be made available.

e. Develop doctrine, tactics, techniques, and procedures for employment by Military Service forces and:

(1) Assist the Chairman of the Joint Chiefs of Staff in the development of joint doctrine.

(2) Coordinate with the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the other Military Services, USG departments and agencies, partner security forces, and non-governmental organizations, in the development of the doctrine, tactics, techniques, and procedures necessary for participation in and/or command of joint, interagency, and multinational operations.

(3) Coordinate with the Commander, USSOCOM, in the development of the doctrine, tactics, techniques, and procedures employed by Military Service forces when related to special operations.

f. Provide for training for joint operations and joint exercises in support of Combatant Command operational requirements, including the development of Military Service joint training requirements, policies, procedures, and publications.

g. Provide logistical support for Military Service and all forces assigned to joint commands, including procurement, distribution, supply, equipment, and maintenance, unless otherwise directed by the Secretary of Defense.

h. Organize, train, and equip forces to contribute unique service capabilities to the joint force commander to conduct the following functions across all domains, including land, maritime, air, space, and cyberspace:

(1) Intelligence, surveillance, reconnaissance (ISR), and information operations, to include electronic warfare and MISO in order to provide situational awareness and enable decision superiority across the range of military operations.

(2) Offensive and defensive cyberspace operations to achieve cyberspace superiority in coordination with the other Military Services, Combatant Commands, and USG departments and agencies.

(3) Special operations in coordination with USSOCOM and other Combatant Commands, the Military Services, and other DoD Components.

(4) Personnel recovery operations in coordination with USSOCOM and other Combatant Commands, the Military Services, and other DoD Components.

(5) Counter weapons of mass destruction.

(6) Building partnership capacity/security force assistance operations.

(7) Forcible entry operations.

(8) Missile Defense.

(9) Other functions as assigned, such as Presidential support and antiterrorism.

i. Organize, train, and equip forces to conduct support to civil authorities in the United States and abroad, to include support for disaster relief, consequence management, mass migration, disease eradication, law enforcement, counter-narcotics, critical infrastructure protection, and response to terrorist attack, in coordination with the other Military Services, Combatant Commands, National Guard, and USG departments and agencies.

j. Operate organic land vehicles, aircraft, cyber assets, spacecraft or space systems, and ships or craft.

k. Conduct operational testing and evaluation.

l. Provide command and control.

m. Provide force protection.

n. Consult and coordinate with the other Military Services on all matters of joint concern.

3. INDIVIDUAL MILITARY DEPARTMENT FUNCTIONS. The forces developed and trained to perform the primary functions set forth in sections 4 through 6 of this enclosure shall be employed to support and supplement the other Military Service and USSOCOM forces in carrying out their primary functions, wherever and whenever such participation shall result in increased effectiveness and shall contribute to the accomplishment of overall military objectives.

4. FUNCTIONS OF THE DEPARTMENT OF THE ARMY

a. The Department of the Army includes land combat, and service forces, and such aviation, water transport, and space and cyberspace forces as may be organic therein, and shall be organized, trained, and equipped primarily for prompt and sustained combat incident to operations on land, and to support the other Military Services and joint forces. The Army is responsible for the preparation of land forces necessary for the effective prosecution of war and military operations short of war, except as otherwise assigned. The Army is the Nation's principal land force and promotes national values and interests by conducting military engagement and security cooperation; deterring aggression and violence; and should deterrence fail, compelling enemy behavioral change or compliance. The Army shall contribute forces through a rotational, cyclical readiness model that provides a predictable and sustainable supply of modular forces to the Combatant Commands, and a surge capacity for unexpected contingencies.

b. The Functions of the Army. In addition to the common military service functions listed in paragraphs 2.a. through 2.n. of this enclosure, the Army, within the Department of the Army, shall develop concepts, doctrine, tactics, techniques, and procedures, and organize, train, equip,

and provide forces with expeditionary and campaign qualities to perform the following specific functions:

- (1) Conduct prompt and sustained combined arms combat operations on land in all environments and types of terrain, including complex urban environments, in order to defeat enemy ground forces, and seize, occupy, and defend land areas.
- (2) Conduct air and missile defense to support joint campaigns and assist in achieving air superiority.
- (3) Conduct airborne and air assault, and amphibious operations. The Army has primary responsibility for the development of airborne doctrine, tactics, techniques, and equipment.
- (4) Conduct CAO.
- (5) Conduct riverine operations.
- (6) Occupy territories abroad and provide for the initial establishment of a military government pending transfer of this responsibility to other authority.
- (7) Interdict enemy sea, space, air power, and communications through operations on or from the land.
- (8) Provide logistics to joint operations and campaigns, including joint over-the-shore and intra-theater transport of time-sensitive, mission-critical personnel and materiel.
- (9) Provide support for space operations to enhance joint campaigns, in coordination with the other Military Services, Combatant Commands, and USG departments and agencies.
- (10) Conduct authorized civil works programs, to include projects for improvement of navigation, flood control, beach erosion control, and other water resource developments in the United States, its territories, and its possessions, and conduct other civil activities prescribed by law.
- (11) Provide intra-theater aeromedical evacuation.
- (12) Conduct reconnaissance, surveillance, and target acquisition.
- (13) Operate land lines of communication.

5. FUNCTIONS OF THE DEPARTMENT OF THE NAVY

a. The Department of the Navy is composed of naval, land, air, space, and cyberspace forces, both combat and support, not otherwise assigned, to include those organic forces and capabilities necessary to operate, and support the Navy and Marine Corps, the other Military Services, and

joint forces. The Navy and Marine Corps comprise the Nation's principal maritime force. They employ the global reach, persistent presence through forward-stationed and rotationally-based forces, and operational flexibility to secure the Nation from direct attack; secure strategic access and retain global freedom of action; strengthen existing and emerging alliances and partnerships; establish favorable security conditions; deter aggression and violence by state, non-state, and individual actors and, should deterrence fail, prosecute the full range of military operations in support of U.S. national interests.

b. The Functions of the Navy. In addition to the common military service functions listed in paragraphs 2.a. through 2.n. of this enclosure, the Navy, within the Department of the Navy, shall develop concepts, doctrine, tactics, techniques, and procedures and organize, train, equip, and provide forces to perform the following specific functions:

(1) Conduct offensive and defensive operations associated with the maritime domain including achieving and maintaining sea control, to include subsurface, surface, land, air, space, and cyberspace.

(2) Provide power projection through sea-based global strike, to include nuclear and conventional capabilities; interdiction and interception capabilities; maritime and/or littoral fires, to include naval surface fires; and close air support for ground forces.

(3) Conduct ballistic missile defense.

(4) Conduct ocean, hydro, and river survey and reconstruction.

(5) Conduct riverine operations.

(6) Establish, maintain, and defend sea bases in support of naval, amphibious, land, air, or other joint operations as directed.

(7) Provide naval expeditionary logistics to enhance the deployment, sustainment, and redeployment of naval forces and other forces operating within the maritime domain, to include joint sea bases, and provide sea transport for the Armed Forces other than that which is organic to the individual Military Services and USSOCOM.

(8) Provide support for joint space operations to enhance naval operations, in coordination with the other Military Services, Combatant Commands, and USG departments and agencies.

(9) Conduct nuclear operations in support of strategic deterrence, to include providing and maintaining nuclear surety and capabilities.

c. The Functions of the Marine Corps. In addition to the common military service functions listed in paragraphs 2.a. through 2.n. of this enclosure, and pursuant to section 5063 of Reference (e), the Marine Corps, within the Department of the Navy, shall develop concepts, doctrine, tactics, techniques, and procedures and organize, train, equip, and provide forces, normally

employed as combined arms air ground task forces, to serve as an expeditionary force-in-readiness, and perform the following specific functions:

- (1) Seize and defend advanced naval bases or lodgments to facilitate subsequent joint operations.
- (2) Provide close air support for ground forces.
- (3) Conduct land and air operations essential to the prosecution of a naval campaign or as directed.
- (4) Conduct complex expeditionary operations in the urban littorals and other challenging environments.
- (5) Conduct amphibious operations, including engagement, crisis response, and power projection operations to assure access. The Marine Corps has primary responsibility for the development of amphibious doctrine, tactics, techniques, and equipment.
- (6) Conduct security and stability operations and assist with the initial establishment of a military government pending transfer of this responsibility to other authority.
- (7) Provide security detachments and units for service on armed vessels of the Navy, provide protection of naval property at naval stations and bases, provide security at designated U.S. embassies and consulates, and perform other such duties as the President or the Secretary of Defense may direct. These additional duties may not detract from or interfere with the operations for which the Marine Corps is primarily organized.

d. The Functions of the Coast Guard. The Coast Guard is a unique Military Service residing within the Department of Homeland Security while simultaneously providing direct support to the Department of Defense under its inherent authorities under References (e) and (h). In addressing the Coast Guard when it is not operating in the [Department of the] Navy, this issuance is descriptive in nature and does not purport to be either directive or regulatory. As directed by the President, and in accordance with Memorandum of Agreement between the Department of Defense and Department of Homeland Security on the use of Coast Guard Capabilities and Resources in Support of the National Military Strategy (Reference (ab)), the Department of the Navy shall coordinate with the Department of Homeland Security regarding Coast Guard military functions in time of limited war or defense contingency, without transfer of Coast Guard authority to the Secretary of the Navy. As directed, the Department of the Navy will provide intelligence, logistical support, and specialized units to the Coast Guard, including designated ships and aircraft, for overseas deployment required by naval component commanders, maritime search and rescue, integrated port security, and coastal defense of the United States. The Coast Guard shall maintain a state of readiness to function as a specialized Military Service in the Department of the Navy in time of war or national emergency. If specified in a declaration of war by Congress or if directed by the President, the Coast Guard shall operate as a Military Service in the Department of the Navy, and shall continue to do so

until the President transfers the Coast Guard back to the Department of Homeland Security by Executive order pursuant to section 3 of Reference (h).

(1) The Coast Guard shall develop concepts, doctrine, tactics, techniques, and procedures and organize, train, equip, and provide forces to perform the following specific functions when providing direct or cooperative support to the Department of Defense:

- (a) Conduct coastal sea control and maritime and air interception and interdiction operations.
- (b) Conduct maritime homeland security and counterterrorism operations.
- (c) Provide for port operations, security, and defense.
- (d) Provide maritime operational threat response.
- (e) Conduct counter-illicit trafficking operations.
- (f) Conduct military environmental response operations.
- (g) Conduct theater security cooperation operations.
- (h) Conduct search and rescue operations.
- (i) Conduct ice operations.
- (j) Provide for marine safety, including aids to navigation.

(2) The Coast Guard will coordinate with the Department of Defense, including the Department, of the Navy to provide specialized Coast Guard units, or obtain Navy units, including designated ships and aircraft, for deployment as requested by Military Service component or joint commanders.

6. FUNCTIONS OF THE DEPARTMENT OF THE AIR FORCE

a. The Department of the Air Force is composed of air, space, and cyberspace forces, both combat and support, not otherwise assigned. The Air Force is the Nation's principal air and space force, and is responsible for the preparation of forces necessary for the effective prosecution of war. The Department of the Air Force shall organize, train, equip, and provide air, space, and cyberspace forces for the conduct of prompt and sustained combat operations, military engagement, and security cooperation in defense of the Nation, and to support the other Military Services and joint forces. The Air Force will provide the Nation with global vigilance, global reach, and global power in the form of in-place, forward-based, and expeditionary forces possessing the capacity to deter aggression and violence by state, non-state, and individual actors

to prevent conflict, and, should deterrence fail, prosecute the full range of military operations in support of U.S. national interests.

b. The Functions of the Air Force. In addition to the common military service functions listed in paragraphs 2.a. through 2.n. of this enclosure, the Air Force, within the Department of the Air Force, shall develop concepts, doctrine, tactics, techniques, and procedures and organize, train, equip, and provide forces to perform the following specific functions:

(1) Conduct nuclear operations in support of strategic deterrence, to include providing and maintaining nuclear surety and capabilities.

(2) Conduct offensive and defensive operations, to include appropriate air and missile defense, to gain and maintain air superiority, and air supremacy as required, to enable, the conduct of operations by U.S. and allied land, sea, air, space, and special operations forces.

(3) Conduct global precision attack, to include strategic attack, interdiction, close air support, and prompt global strike.

(4) Provide timely, global integrated ISR capability and capacity from forward deployed locations and globally distributed centers to support world-wide operations.

(5) Conduct offensive and defensive operations to gain and maintain space superiority to enable the conduct of operations by U.S. and allied land, sea, air, space, and cyberspace forces. Conduct space operations to enhance joint campaigns, in coordination with the other Military Services, Combatant Commands, and USG departments and agencies.

(6) Provide rapid global mobility to employ and sustain organic air and space forces and other Military Service and USSOCOM forces, as directed, to include airlift forces for airborne operations, air logistical support, tanker forces for in-flight refueling, and assets for aeromedical evacuation.

(7) Provide agile combat support to enhance the air and space campaign and the deployment, employment, sustainment, and redeployment of air and space forces and other forces operating within the air and space domains, to include joint air and space bases, and for the Armed Forces other than which is organic to the individual Military Services and USSOCOM in coordination with the other Military Services, Combatant Commands, and USG departments and agencies.

(8) Conduct global personnel recovery operations including theater-wide combat and civil search and rescue, in coordination with the other Military Services, USJFCOM, USSOCOM, and DoD Components.

(9) Conduct global integrated command and control for air and space operations.

7. DEPARTMENT OF THE ARMY AND DEPARTMENT OF THE AIR FORCE: THE NGB.
The NGB is a joint activity of the Department of Defense. The NGB performs certain Military Service-specific functions and unique functions on matters involving non-federalized National Guard forces as set forth in Reference (i).

ENCLOSURE 7

FUNCTIONS OF THE DEFENSE AGENCIES

1. Defense Agencies are established as DoD Components by law, the President, or the Secretary of Defense to provide for the performance, on a DoD-wide basis, of a supply or service activity that is common to more than one Military Department when it is determined to be more effective, economical, or efficient to do so, pursuant to sections 101, 191(a), and 192 of Reference (e), or when a responsibility or function is more appropriately assigned to a Defense Agency. Pursuant to section 191(b) of Reference (e), such organizations are designated as Defense Agencies.

a. Each Defense Agency operates under the authority, direction, and control of the Secretary of Defense, through an OSD PSA, or other designated official, pursuant to section 192 of Reference (e).

b. Officials assigned such a responsibility with respect to a Defense Agency advise the Secretary of Defense on the extent to which the program recommendations and budget proposals of such agency conform with the requirements of the Military Departments and of the Combatant Commands. The USD(I) advises the Secretary of Defense on National Intelligence Program regarding funding affecting Defense Intelligence programs.

c. The Secretary or Deputy Secretary of Defense issues a chartering DoD Directive for each Defense Agency to prescribe its mission, organization and management, responsibilities and functions, relationships, and delegated authorities.

d. The current Defense Agencies in alphabetical order are:

(1) Defense Advanced Research Projects Agency (DARPA). See DoDD 5134.10 (Reference (ac)).

(2) Defense Business Transformation Agency (BTA). See DoDD 5105.80 (Reference (ad)).

(3) Defense Commissary Agency (DeCA). See DoDD 5105.55 (Reference (ae)).

(4) Defense Contract Audit Agency (DCAA). See DoDD 5105.36 (Reference (af)).

(5) Defense Contract Management Agency (DCMA). See DoDD 5105.64 (Reference (ag)).

(6) Defense Finance and Accounting Service (DFAS). See DoDD 5118.5 (Reference (ah)).

(7) Defense Information Systems Agency (DISA). See DoDD 5105.19 (Reference (ai)).

- (8) Defense Intelligence Agency (DIA). See DoDD 5105.21 (Reference (aj)).
- (9) Defense Legal Services Agency (DLSA). See DoDD 5145.4 (Reference (ak)).
- (10) Defense Logistics Agency (DLA). See DoDD 5105.22 (Reference (al)).
- (11) Defense Security Cooperation Agency (DSCA). See DoDD 5105.65 (Reference (am)).
- (12) Defense Security Service (DSS). See DoDD 5105.42 (Reference (an)).
- (13) Defense Threat Reduction Agency (DTRA). See DoDD 5105.62 (Reference (ao)).
- (14) Missile Defense Agency (MDA). See DoDD 5134.9 (Reference (ap)).
- (15) National Geospatial-Intelligence Agency (NGA). See DoDD 5105.60 (Reference (aq)).
- (16) National Reconnaissance Office (NRO). See DoDD 5105.23 (Reference (ar)).
- (17) National Security Agency/Central Security Service (NSA/CSS). See DoDD 5100.20 (Reference (as)).
- (18) Pentagon Force Protection Agency (PFPA). See DoDD 5105.68 (Reference (at)).

2. The Defense Agencies assigned combat support or combat service support functions are designated as CSAs, pursuant to section 193 of Reference (e). Section 193 of Reference (e) defines the CSAs as DISA, DIA, DLA, NGA, and Defense Agencies designated as a CSA by the Secretary of Defense, which are DCMA, DTRA, and NSA/CSS. Reference (aa) further establishes DoD CSA policy and responsibilities.

a. CSAs fulfill combat support or combat service support functions for joint operating forces across the range of military operations, and in support of the Commanders of the Combatant Commands executing military operations. CSAs perform support functions or provide supporting operational capabilities, pursuant to their establishing Directives and pertinent DoD planning guidance.

b. The combat support mission of a CSA is that portion of its mission involving support for operating forces engaged in planning for, or conducting, military operations, including support during conflict or in the conduct of other military activities related to countering threats to U.S. national security. This mission is focused on providing support to echelons at the Combatant Command level and below and may not encompass the full scope of the CSA's mission.

c. The relationship between a CSA and a Combatant Command is support, with the CSA typically operating in a supporting-to-supported relationship relative to the Commanders of the Combatant Commands. The Director of a CSA exercises the authority and bears responsibilities equivalent to those of a supporting commander in accordance with Reference (aa).

ENCLOSURE 8

FUNCTIONS OF THE DoD FIELD ACTIVITIES

DoD Field Activities are established as DoD Components by law, the President, or the Secretary of Defense to provide for the performance, on a DoD-wide basis, of a supply or service activity that is common to more than one Military Department when it is determined to be more effective, economical, or efficient to do so, pursuant to sections 101, 191(a), and 192 of Reference (e). Pursuant to section 191(b) of Reference (e), such organizations are designated as DoD Field Activities.

a. Each DoD Field Activity operates under the authority, direction, and control of the Secretary of Defense, through an OSD PSA, or other designated official, pursuant to section 192 of Reference (e).

b. Officials assigned such a responsibility with respect to a DoD Field Activity advise the Secretary of Defense on the extent to which the program recommendations and budget proposals of such activity conform with the requirements of the Military Departments and of the Combatant Commands.

c. The Secretary or Deputy Secretary of Defense issues a chartering DoD Directive for each DoD Field Activity to prescribe its mission, organization and management, responsibilities and functions, relationships, and delegated authorities.

d. The current DoD Field Activities in alphabetical order are:

(1) Defense Media Activity (DMA). See DoDD 5105.74 (Reference (au)).

(2) Defense Prisoner of War/Missing Personnel Office (DPMO). See DoDD 5110.10 (Reference (av)).

(3) Defense Technical Information Center (DTIC). See DoDD 5105.73 (Reference (aw)).

(4) Defense Technology Security Administration (DTSA). See DoDD 5105.72 (Reference (ax)).

(5) Department of Defense Education Activity (DoDEA). See DoDD 1342.20 (Reference (ay)).

(6) Department of Defense Human Resources Activity (DoDHRA). See DoDD 5100.87 (Reference (az)).

(7) Department of Defense Test Resource Management Center (TRMC). See DoDD 5105.71 (Reference (ba)).

- (8) Office of Economic Adjustment (OEA). See DoDD 3030.01 (Reference (bb)).
- (9) TRICARE Management Activity (TMA). See DoDD 5136.12 (Reference (bc)).
- (10) Washington Headquarters Services (WHS). See DoDD 5110.4 (Reference (bd)).

GLOSSARY

ABBREVIATIONS AND ACRONYMS

ASD	Assistant Secretary of Defense
ASD(LA)	Assistant Secretary of Defense for Legislative Affairs
ATSD	Assistant to the Secretary of Defense
ATSD(IO)	Assistant to the Secretary of Defense for Intelligence Oversight
CAO	civil affairs operations
CSA	Combat Support Agency
DA&M	Director of Administration and Management
DAWG	Deputy's Advisory Working Group
DCMA	Defense Contract Management Agency
DCMO	Deputy Chief Management Officer of the Department of Defense
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DoDD	DoD Directive
DTRA	Defense Threat Reduction Agency
EA	Executive Agent
GC DoD	General Counsel of the Department of Defense
HSC	Homeland Security Council
IG DoD	Inspector General of the Department of Defense
ISR	intelligence, surveillance, reconnaissance
MISO	military information support operations
NGA	National Geospatial-Intelligence Agency
NGB	National Guard Bureau
NSA/CSS	National Security Agency/Central Security Service
NSC	National Security Council
PSA	Principal Staff Assistant
SFA	security force assistance
SOF	Special Operations Forces
U.S.C.	United States Code
USD(C)/CFO	Under Secretary of Defense (Comptroller)/Chief Financial Officer
USD(I)	Under Secretary of Defense for Intelligence
USG	United States Government
USSOCOM	United States Special Operations Command