



**THE
EXECUTIVE AGENCY
TRAINING PROGRAM**

**THE DEPARTMENT OF
DEFENSE**



Department of Defense

Department of Defense (DoD) is the federal agency responsible for coordinating and supervising all government functions relating to the military and the military-aspects of national security, including the formulation and execution of defense policy. Because DoD receives more federal money than any other national security agency, it plays a large role in all aspects of national security, including some not usually associated with the military, such as foreign assistance, cyber security and intelligence (DoD oversees four intelligence agencies and a majority of the intelligence budget).

History: DoD was created by the National Security Act of 1947, which consolidated the Departments of War, Navy and (National Security Act-created) Air Force into a single department in order to reduce inter-service rivalry and improve military coordination and effectiveness. The 1986 Goldwater-Nichols Act was a second major attempt to overcome inter-service rivalry, streamlining the military chain of command, from the President through the SecDef to the Commanders of the Unified Combatant Commands (bypassing the service chiefs). In addition, military advising was centralized in the Chairman of the Joint Chiefs of Staff (as opposed to with the service chiefs, though they remained part of the Joint Chiefs of Staff).

Leadership: DoD is led by a civilian **Secretary of Defense (SecDef)**, who exercises authority, direction and control over the department and serves as the principal defense policy advisor to the President. The SecDef and President together constitute the National Command Authority (NCA), requiring both to concur to any order for the use of nuclear weapons. SecDef must be a civilian who has not served in any active component of the armed forces for at least 10 years.



DoD Budget and Workforce

FY2010 Budget: DoD's FY2010 budget request is \$664 billion, which includes \$130 billion in emergency and supplemental spending for Overseas Contingency Operations (OCO), mostly operations & maintenance and personnel costs for the wars in Iraq and Afghanistan.

Base Budget Breakdown (pre-emergency/supplemental):

29% - **Air Force**

29% - **Navy/Marines**

25% - **Army**

16% - **DoD-wide spending**

35% - **Operations and maintenance** (maintaining arms, equipment and facilities)

26% - **Military & civilian personnel costs** (salaries, benefits, training, family housing)

20% - **Procurement**

15% - **Research, development, testing & evaluation**

4% - **military construction**

Budget Facts:

- DoD spending is just under 4% of GDP
- DoD accounts for 19% of the USG budget & half of discretionary (non-mandatory) spending.
- The U.S. accounts for nearly half of the world's total military spending.

Workforce:

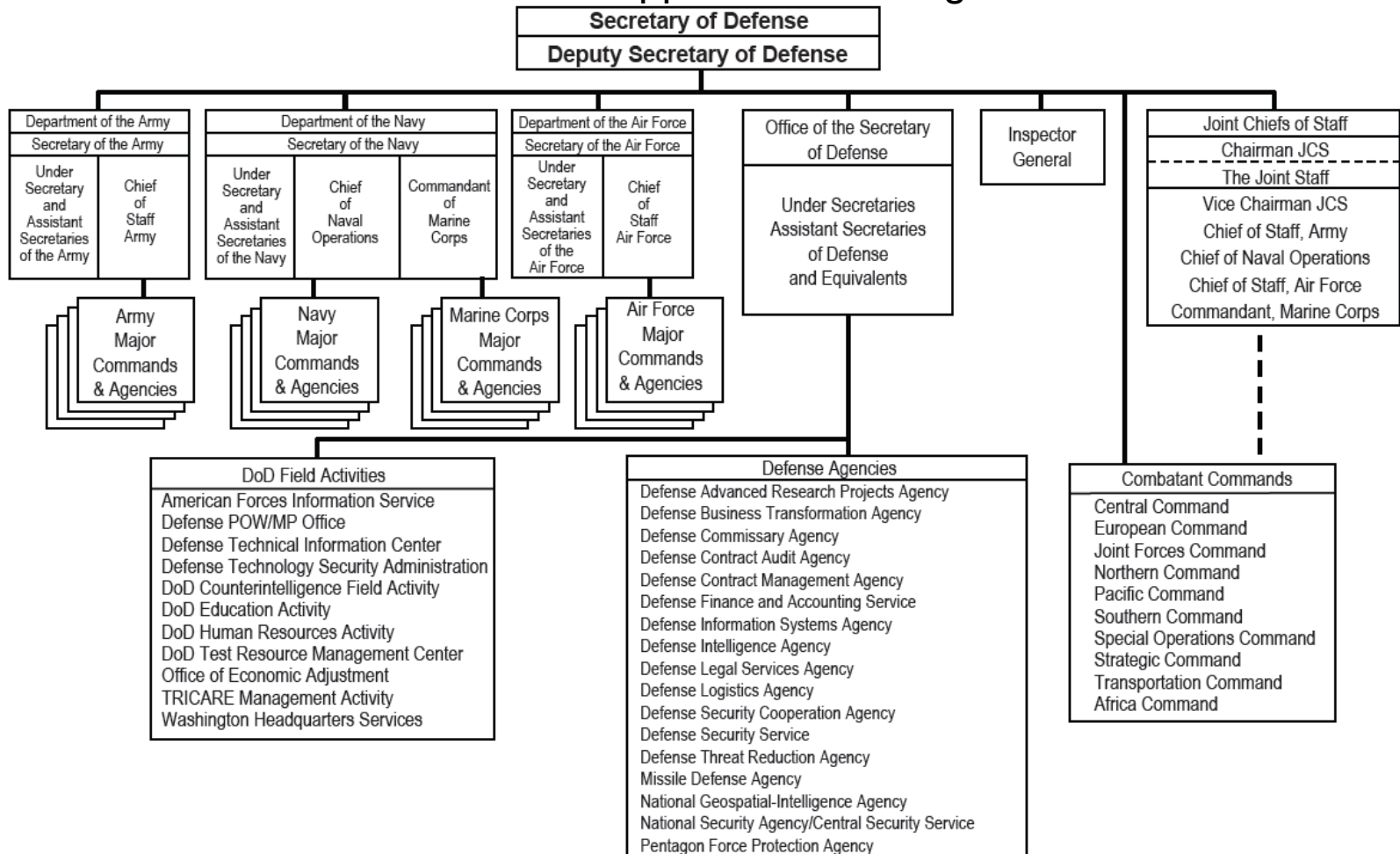
Military Workforce: There are 2.5 million uniformed members of the U.S. military: 1.4 million serve on active duty in the four armed forces; while 1.1 million serve in the Reserve Component, which includes Reservists and members of the National Guard.

Civilian Workforce: The military services are supported by 625,000 DoD civilian personnel. Of these, 225,000 work for the Army; 175,000 for the Navy; 150,000 for the Air Force; and 75,000 for other components of DoD.



DoD Structure

DoD includes the Office of the Secretary of Defense (OSD), the Joint Chiefs of Staff (JCS), three Military Departments & the four military services they oversee, the Unified Combatant Commands & a number of support Defense Agencies & DoD Field Activities.





Office of the Secretary of Defense (OSD)

Office of the Secretary of Defense (OSD) is the entity used by the SecDef to exercise authority, direction, and control over DoD. OSD houses a number of offices responsible for the formulation and execution of defense policy; defense planning; resource management; defense acquisitions, research and development; oversight; and interagency coordination. These offices include:

“Front Office,” which includes the SecDef, Deputy Secretary of Defense (DepSecDef), Chief of Staff, Deputy Chief Management Officer (DCMO) and White House Liaison Office.

Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (OUSD(AT&L) or just AT&L) is responsible for all matters relating to acquisitions and procurement; technological research, development and testing; the defense industry; logistics; installation management; military construction; missile defense; and WMD. AT&L has a lot of power since it decides *what* DoD buys, *from whom* and *for which service*. AT&L oversees DARPA, the the Defense Threat Reduction Agency and Missile Defense Agency.

Office of the Under Secretary of Defense for Intelligence (OUSD(I)) advises the SecDef on intelligence & oversees DoD’s intel agencies – DIA, NGA, NRO & NSA. OUSD(I) is dual-hatted as the ODNI Director of Defense Intelligence, DNI’s top defense intelligence advisor.

Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R) or just P&R) is responsible for policies and programs related to military readiness; Guard and Reserve; military health; training; manpower requirements and recruitment; and personnel management, including career development, pay & benefits and military family issues. P&R is also responsible for setting standards on the frequency and duration of deployments.

Office of Net Assessment carries out studies on the current state & future prospects of U.S. military capabilities & those of other countries in order to identify emerging & future threats.

Program Analysis and Evaluation (PA&E) conducts (mostly technical/quantitative) analysis and evaluation of DoD programs and plays a major role in formulating the defense budget.



Office of the Secretary of Defense (OSD)

Office of the Under Secretary of Defense for Policy (OUSD(P) or OSD Policy) is responsible for the development & coordination of defense policy and represents DoD in the interagency process. OUSD(P) is considered the most influential OSD office and the Under Secretary effectively has operational control over DoD. OUSD(P) is organized into sets of related offices, each led by a deputy assistant secretary of defense (DASD), often a political appointee, who is supported by an office director (civil servant or military officer). Sets of related offices are overseen by an assistant secretary or deputy under secretary.

Policy Integration and Chief of Staff – *Deputy Under Secretary*

- DASDs for Detainee Policy; POW/MPA; and Enterprise Services

Strategy, Plans & Forces – *Deputy Under Secretary*

- DASDs for Strategy; Plans; and Force Development

International Security Affairs (ISA) – *Assistant Secretary*

- DASDs for Africa; Russia & Eurasia; Middle East; and Europe/NATO

Asian and Pacific Security Affairs (APSA) – *Assistant Secretary*

- DASDs for East Asia, South and Southeast Asia; and Central Asia

Homeland Defense & Americas Security Affairs (HDASA) – *Assistant Secretary*

- DASDs for Homeland Defense Strategy & Force Planning; Homeland Defense Domains & Defense Support of Civil Authorities; and Western Hemisphere Affairs

Global Security Affairs (GSA) – *Assistant Secretary*

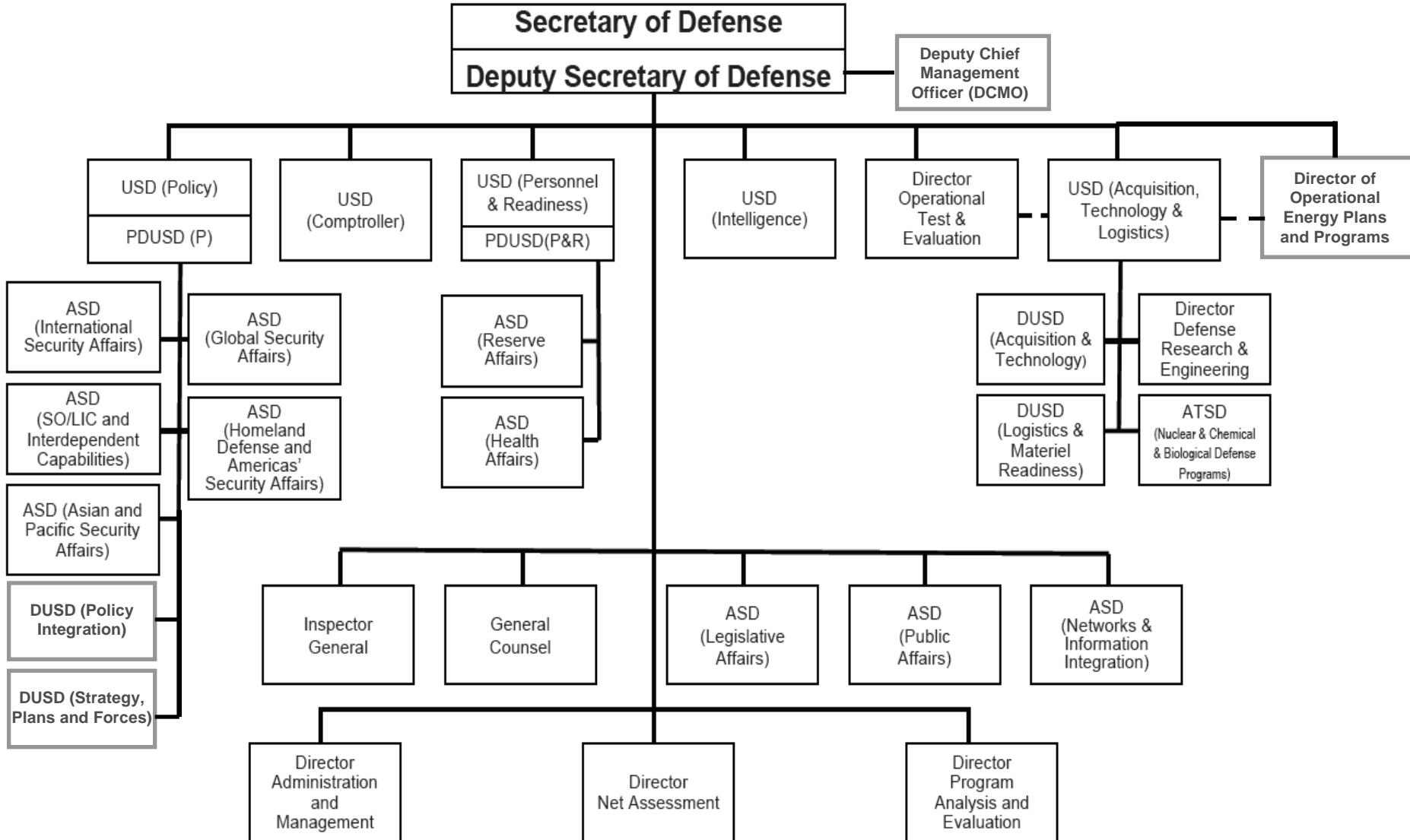
- DASDs for Countering WMD; Nuclear Policy & Missile Defense; and Space & Cyber

Special Operations/Low Intensity Conflict and Interdependent Capabilities (SO/LIC & IC) – *Assistant Secretary*

- DASDs for Special Operations Capabilities & Counterterrorism; Partnership Strategy & Stability Operations; and Counternarcotics & Global Threats



Office of the Secretary of Defense (OSD)





Office of the Under Secretary of Defense for Policy OUSD(P)

SD Rep to Post START Negotiations:

Under Secretary of Defense (Policy)

Principal Deputy USD (Policy)

DUSD(PI & CoS)

ASD (ISA)	ASD (APSA)	ASD (HD&ASA)	ASD (GSA)	ASD (SO/LIC&IC)	DUSD (SPF)	
Middle East	East Asia	Homeland Defense Strategy & Force Planning	Countering WMD	Special Ops Capabilities & Counter-terrorism	Strategy	Detainee Policy
African Affairs	South & Southeast Asia	Homeland Defense Domains & Defense Support of Civil Authorities	Nuclear & Missile Defense Policy	Partnership Strategy & Stability Operations	Plans	POW/MPA
Europe & NATO	Central Asia	Western Hemisphere	Space & Cyber Policy	Counter-narcotics & Global Threats	Force Development	Defense Prisoner of War / Missing Personnel Office
Russia & Eurasia						Enterprise Services
NATO						<i>DUSD TSP</i>
						Defense Technology Security Administration
						Defense Security Cooperation Agency



Defense Agencies & DoD Field Activities

There are 15 **Defense Agencies** and 7 **DoD Field Activities** under OSD that perform specific support and service functions for the Department and the military services (DoD Field Activities work on a more limited scope than Defense Agencies). These entities fall under the authority of specific under secretaries. Defense Agencies and DoD Field Activities that provide support functions or supporting operational capabilities to joint operating forces planning for or conducting military operations are called Combat Support Agencies (CSAs).

In addition to DoD's intelligence agencies – DIA, NSA, NGA and NRO – other prominent Defense Agencies include:



Defense Advanced Research Projects Agency (DARPA) is DoD's transformational science and engineering research and development office, tasked with the development of "game changing" new technologies for military use, in order to maintain the U.S. military's technological advantage. DARPA's research is future oriented, looking beyond known needs and instead imagining what military capabilities might be wanted in the future. Though focused on military needs, many DARPA projects have produced civilian technological innovations. Most of its research involves short-term (2-4 year) projects run by small teams. DARPA employs 240 people (plus a large number of contractors) and has a budget of \$3.2 billion. It falls under the jurisdiction of OUSD(AT&L).



Defense Agencies & DoD Field Activities



Defense Security Cooperation Agency (DSCA) implements military assistance programs that provide equipment, training and technical assistance to allied militaries. DSCA oversees two major programs authorized by the Foreign Assistance Act: Foreign Military Sales (FMS), which sells defense equipment at cost to allied militaries; and International Military Education and Training (IMET), which provides training and education at U.S. military schools (or by in-country mobile education teams) to officers from allied militaries. DSCA works closely with the State Department's Bureau of Political-Military Affairs, which oversees, develops policy for and funds military assistance programs (DSCA is only responsible for program implementation). DSCA falls under OUSD(P).



Defense Logistics Agency (DLA) supplies the military services with almost every consumable item they need to operate, including food, clothing, medical supplies, fuel, construction supplies, weapon systems replacement parts and humanitarian relief supplies. DLA employs 23,000 people at Fort Belvoir, VA and in a network of facilities around the country and the world. DLA has a budget of approximately \$40 billion and falls under the responsibility of OUSD(AT&L).



Defense Agencies & DoD Field Activities

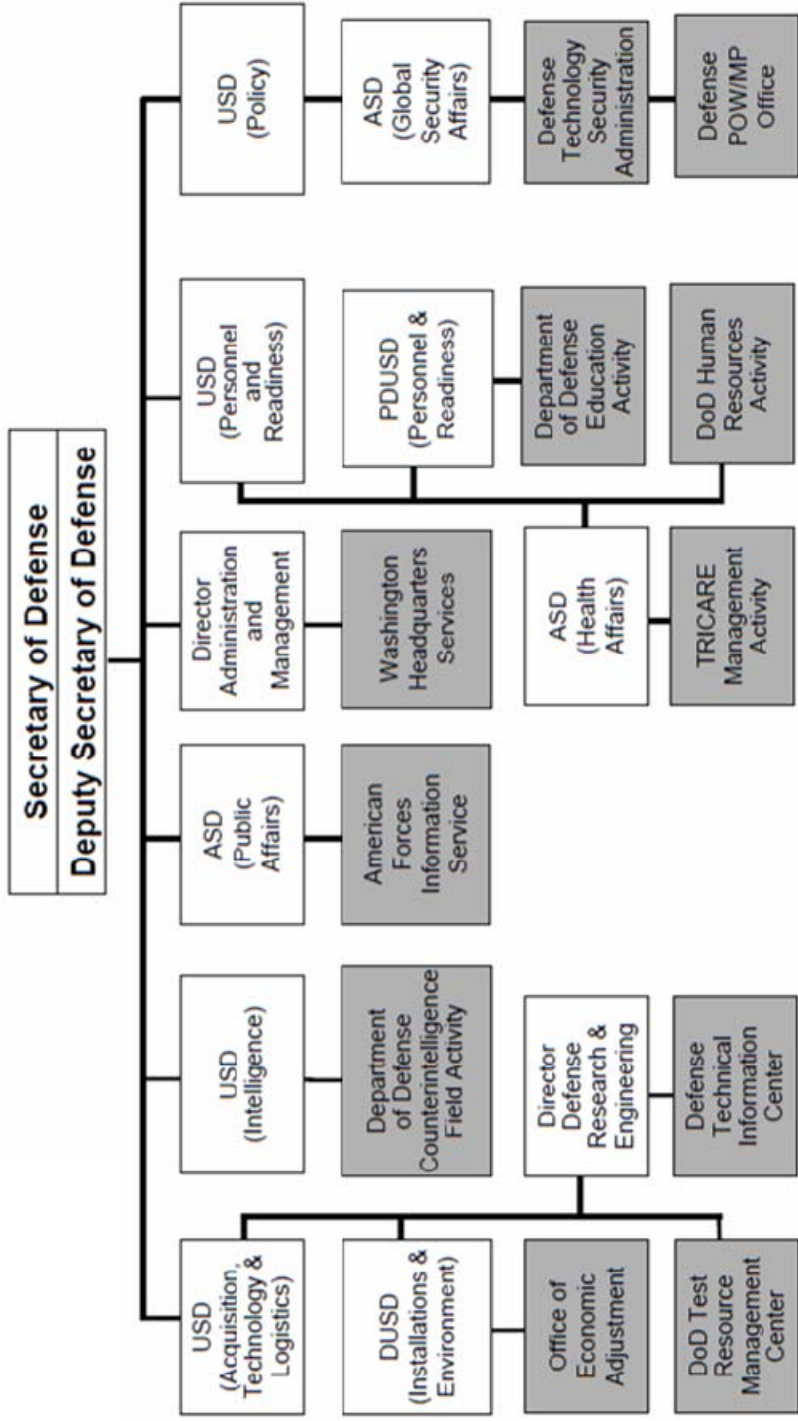


Defense Threat Reduction Agency (DTRA) is responsible for reducing the threat to the U.S. and to troops deployed abroad from chemical, biological, radiological, nuclear and high explosive weapons. DTRA implements numerous programs including cooperative threat reduction efforts, foreign capacity building, arms control monitoring and inspections and WMD technical support. DTRA employs around 2,000 people and has facilities in more than 10 countries around the world, mostly in Eastern Europe. DTRA falls under the jurisdiction of the OUSD(AT&L).

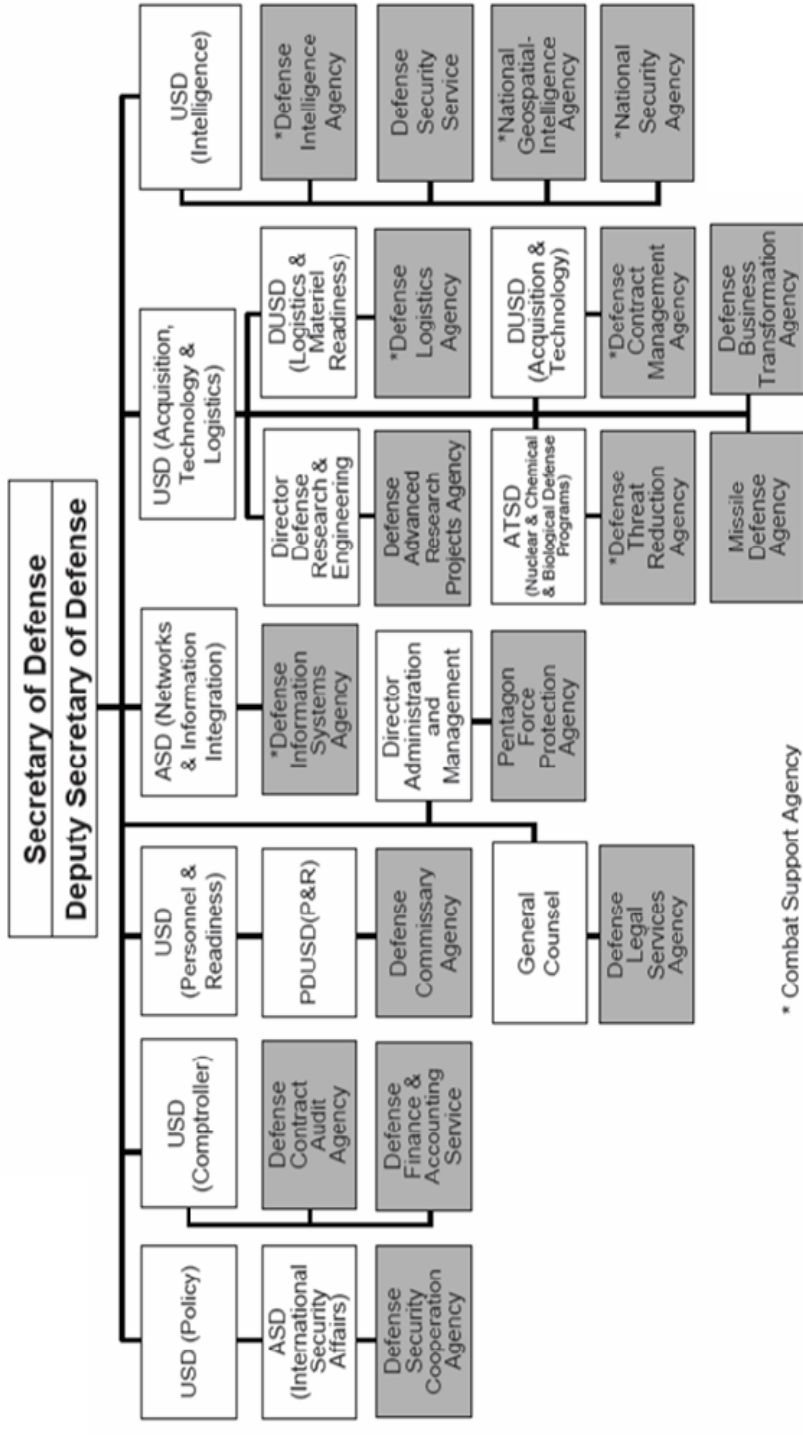


Missile Defense Agency (MDA) is responsible for developing, testing and fielding the components of a ballistic missile defense system capable of defending the United States, allied countries and deployed troops. MDA divides its programs into three categories, based on the period during the missile's flight in which it is engaged by the defense system: *Boost Phase* – during which the missile is in powered flight; *Mid-Course Phase* – during which the missile cruises outside the atmosphere; and *Terminal Phase* – during which the missile is descending towards its target. Most MDA systems are “hit-to-kill,” in which a kill vehicle or laser impacts and destroys the offensive missile. MDA falls under the jurisdiction of OUSD(AT&L).

DoD Field Activities



Defense Agencies





Military Services & Departments

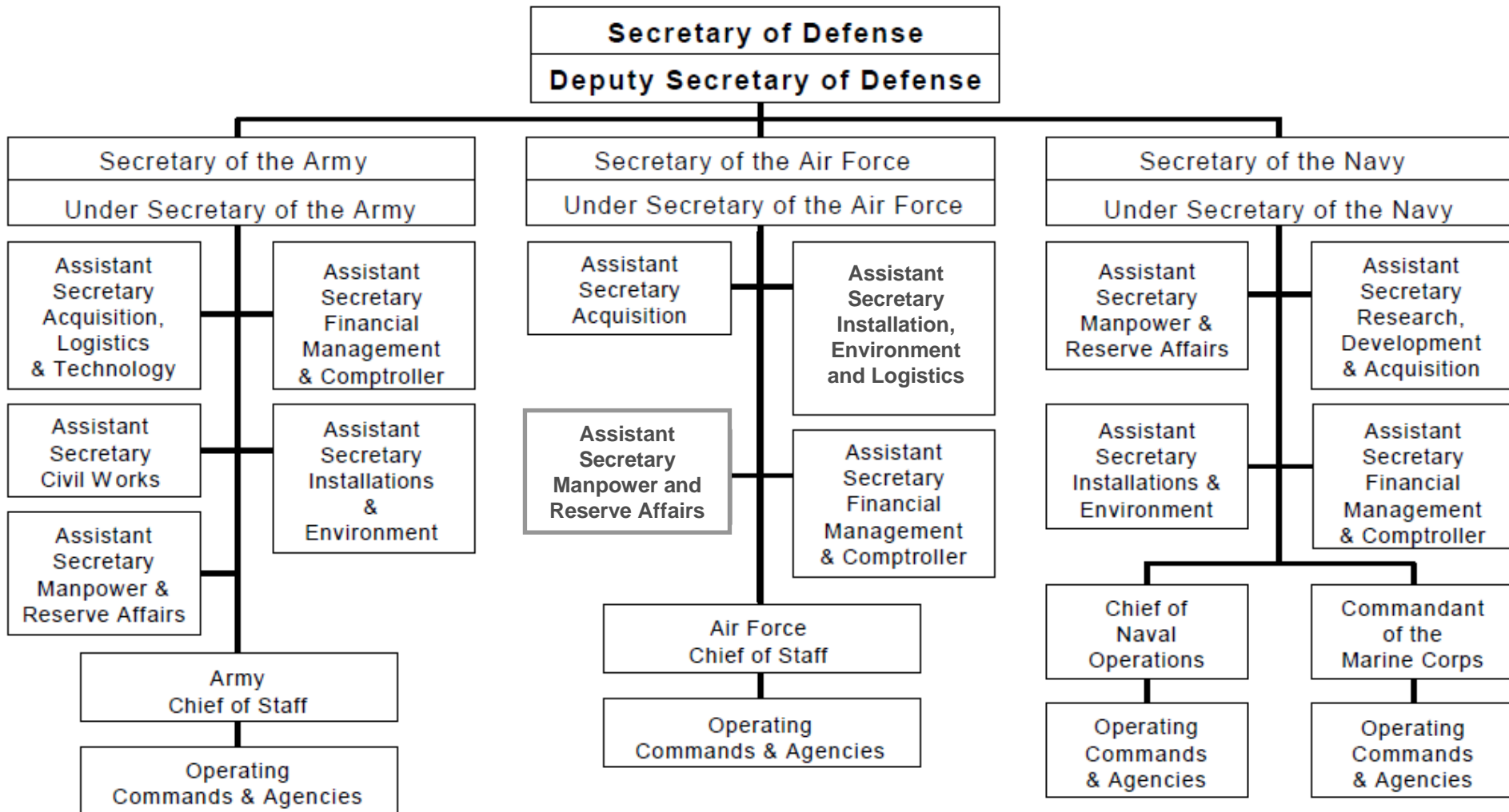
The military services are managed by civilian-run Departments of the Army, Air Force and Navy (which includes the Marine Corps). The military departments are responsible for organizing, training and equipping their services; ensuring their operational capacity; and assigning them to Unified Combatant Commands (UCCs). The departments have no operational control, a task left to the UCCs.

Service Secretaries: Each department is led by a civilian “service secretary” who is responsible for advising the President and SecDef on the capabilities and requirements of the military branch and for day-to-day administrative (non-operational) affairs, including personnel, reserve affairs, installations, acquisition, financial management, legislative affairs, and public affairs. The service secretary reports directly to the SecDef and is a Senate-confirmed presidential appointee.

Service Chiefs: The highest ranking military officer in each service – *the Army Chief of Staff, the Air Force Chief of Staff, the Chief of Naval Operations and the Commandant of the Marine Corps* – assists the service secretary, is the principal adviser to the President and SecDef on matters involving the service and is a member of the Joint Chiefs of Staff. The service chief is directly responsible to the service secretary for the performance of the service, including administration, internal organization, training and readiness. The service chief leads the service’s staff, represents the service in Joint fora and designates personnel and resources to the Unified Combatant Commands. Like the service secretary, the service chief fills an administrative role and has no operational command authority over troops. The service chief is a Senate-confirmed presidential appointee and a four-star general or admiral.



Military Services & Departments





Joint Chiefs of Staff (JCS)

Joint Chiefs of Staff (JCS) is the senior military advisory body to the President, SecDef and NSC. JCS is supported by a joint (i.e. multiple services) staff of officers – “The Joint Staff”. As a result of the 1986 Goldwater-Nichols Act, JCS is an advisory body only and does not have operational command of U.S. military forces.

JCS Membership:

- **Chairman of the Joint Chiefs of Staff (CJCS)** – highest ranking officer in the U.S. military and principal military adviser to the President;
- **Vice Chairman of the Joint Chiefs of Staff;**
- **Chief of Staff of the Army** – highest ranking Army officer;
- **Chief of Staff of the Air Force** – highest ranking Air Force officer;
- **Chief of Naval Operations (CNO)** – highest ranking Navy officer; and
- **Commandant of the Marine Corps** – highest ranking Marine Corps officer.

Responsibilities:

- Advising the President, Secretary of Defense and NSC on military issues;
- Ensuring the unified strategic direction and integration of the combatant forces;
- Ensuring the personnel readiness, policy, planning and training of the military (“man, train, equip”) for utilization by the Unified Combatant Commands; and
- Allocating resources and personnel to the Unified Combatant Commands.



Unified Combatant Commands (UCCs)

Unified Combatant Commands (UCCs) are joint, operational military commands organized by geographical region or functional issue. (UCCs used to be abbreviated – and are still regularly called – “COCOMs”).

- Each UCC is led by a **Combatant Commander (CCDR or COCOM Commander)**, a four-star general or admiral appointed by POTUS. CCDRs are powerful, playing a role in regional politics and controlling all military assets and operations in their area of responsibility (AOR).
- The **operational chain of command** runs straight from the President to the SecDef to the CCDRs, notably, bypassing the JCS, service chiefs and service secretaries.

Regional UCCs:

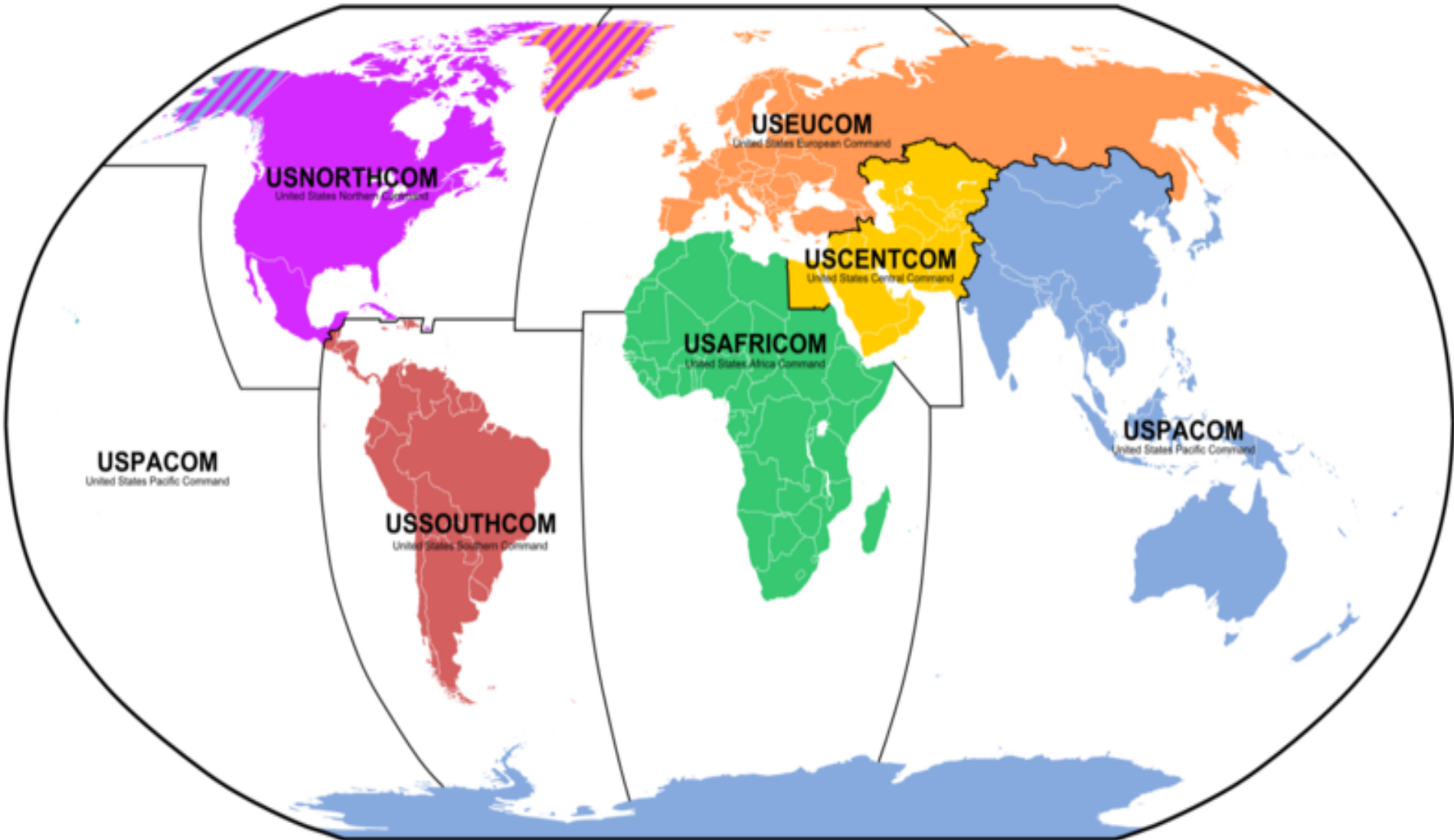
- Africa Command (AFRICOM), based at Kelley Barracks in Stuttgart, Germany – *established in 2007.*
- Central Command (CENTCOM), based at MacDill AFB in Tampa, FL
- European Command (EUCOM), based at Patch Barracks in Stuttgart, Germany
- Pacific Command (PACOM), based at Camp HM Smith in Oahu, HI
- Northern Command (NORTHCOM), based at Peterson AFB in Colorado Springs, CO – *U.S. and Canada homeland defense and support to federal, state and local civilian authorities.*
- Southern Command (SOUTHCOM), based in Miami, FL

Functional UCCs:

- Special Operations Command (SOCOM), based at MacDill AFB, in Tampa, FL
- Joint Forces Command (JFCOM), based in Norfolk, VA - *transformation of joint military capabilities*
- Strategic Command (STRATCOM), based at Offutt AFB in Omaha, NE - *Strategic deterrent force (nuclear arsenal), space, cyberspace, missile defense, intelligence, reconnaissance, and counter-WMD efforts.*
- Transportation Command (TRANSCOM), based at Scott AFB in Belleville, IL (near St. Louis, MO) – *Transport (air, land and sea) of military assets (people, supplies and equipment) for regional UCCs.*



Regional UCCs





The Defense Industry

➤ **Defense Contractors** develop and produce weapon systems for and provide services to DoD. DoD considers contractors part of the “total force.” In Iraq today there are more than 180,000 contractors, most working in logistics and reconstruction. The largest defense contractors are:

- Lockheed Martin
- Boeing
- Northrop Grumman
- Raytheon
- General Dynamics

➤ **Private military contractors (PMC)** are a sub-set of defense contractors that offer security-related services that have traditionally been the responsibility of the military or law enforcement. These services include foreign military training, peacekeeping, reconstruction & stabilization operations, logistical support, personnel and site security, air support, maritime security and intelligence collection. PMCs are contracted by governments and international organizations for a variety of the services listed above and by private business, NGOs & media organizations for personnel & site security. Some prominent private military contractors & their roles in Iraq are:

- **Logistics:** KBR provides food, fuel, transportation, and housing.
- **Reconstruction:** Design-build firms like **Parsons** and **Bechtel** rebuild Iraq.
- **Armed Security:** **Chenega**, **Blackwater** (now Xe) and many others guard installations and provide security for personnel from the State Department, DoD, foreign governments and private companies.
- **Advising:** **DynCorp** and **MPRI** provide civilian police advisers.
- **Consulting:** **Lincoln Group** and **MPRI** provide expertise to U.S. headquarters staffs.
- **Linguists:** **L-3 Titan** manage thousands of Iraqi & American linguists to U.S. forces.



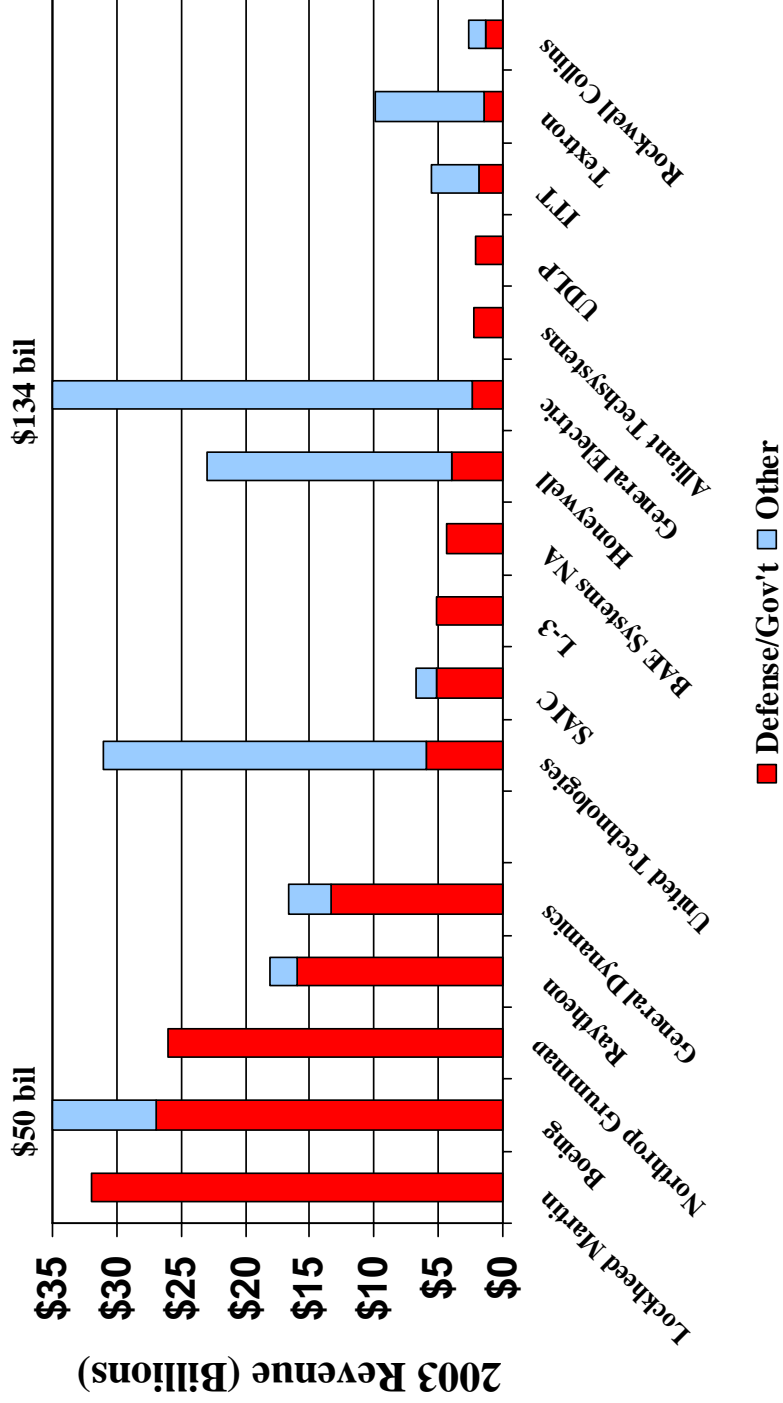
The Defense Industry

- **Defense Consulting** companies provide science, engineering, management and social science services and support to DoD and the military. Prominent defense consultancies include:
 - SAIC
 - Booz Allen Hamilton
 - Detica
 - Centra Technologies
 - SRA International

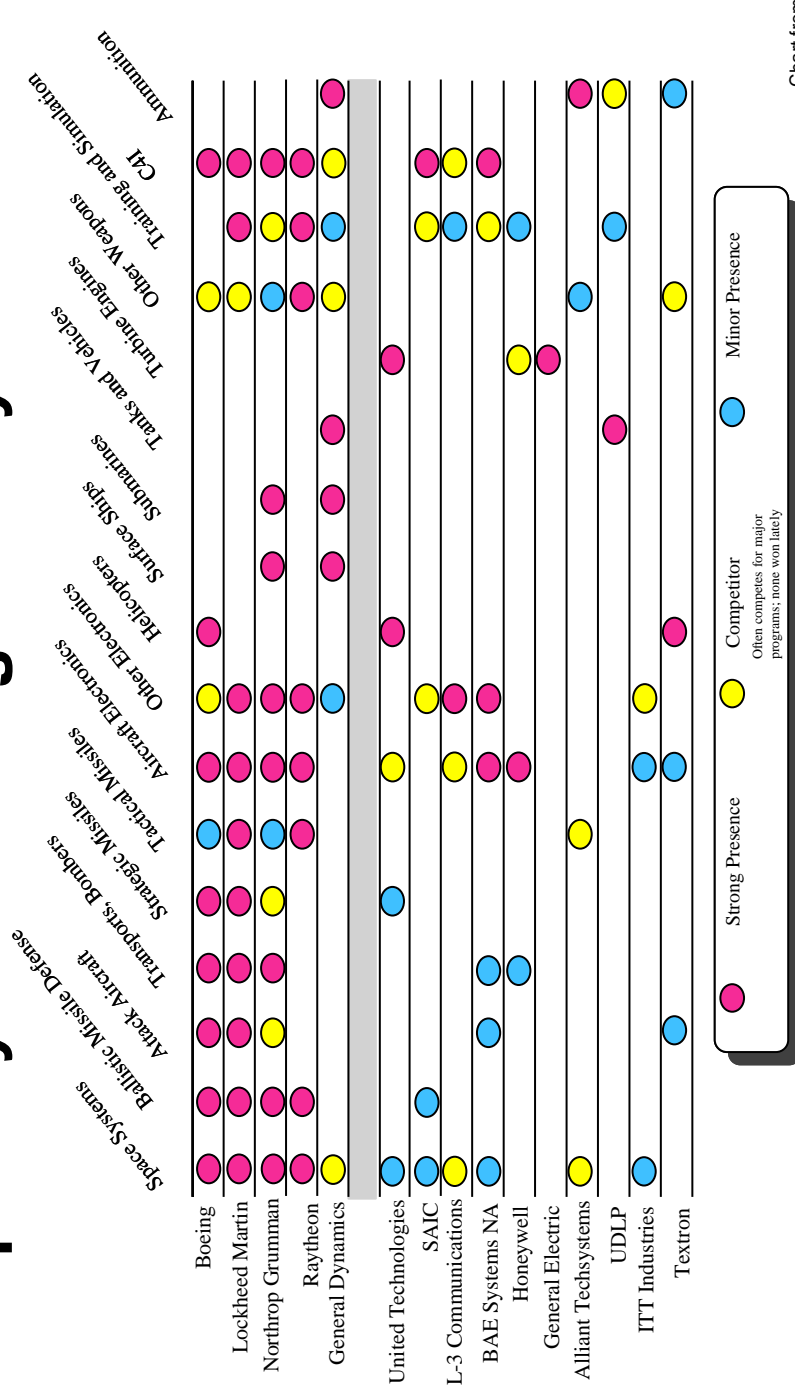
- **Federally Funded Research and Development Centers (FFRDCs)** are independent non-profit entities sponsored and funded by the federal government. FFRDCs are designed to assist federal agencies with research, analysis, development & acquisition. There are 37 FFRDCs supporting agencies from the IRS to the Department of Energy. DoD's FFRDCs include:
 - RAND
 - Institute for Defense Analyses
 - MITRE
 - CNA
 - Aerospace Corporation

Note on contractors and consultants: *Under the Obama administration, DoD has begun plans to reduce its reliance on support service contractors/consultants from the current 39% of the workforce performing administrative and advisory services to the pre-2001 level of 26%. This initiative is referred to as “in-sourcing” and will increase the in-house civilian workforce, including acquisition professionals, by over 33,000 authorizations by FY 2015.*

Largest Defense Contractors



Weapon Systems Programs by Contractor





DoD Acronyms

For a full list of DoD acronyms, see:

- http://www.chairforce.com/airforce/files/old/DOD_acronyms.pdf
- http://www.dtic.mil/doctrine/jel/doddict/acronym_index.html
- <http://www.fas.org/news/reference/lexicon/acronym.htm>
- <http://militarywords.com/>

AFB	Air Force Base	DCMA	Defense Contract Management Agency
AFIS	Armed Forces Information Services	DECA	Defense Commissary Agency
AFRICOM	Africa Command	DFAS	Defense Finance and Accounting Services
APSA	Asian and Pacific Security Affairs OUSD(P)	DIA	Defense Intelligence Agency
AT&L	Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics	DISA	Defense Information Systems Agency
BTA	Business Transformation Agency	DLA	Defense Logistics Agency
C4	Command, Control, Communications and Computers	DLSA	Defense Legal Services Agency
CCDR	Combatant Commander	DSCA	Defense Security Cooperation Agency
CENTCOM	Central Command	DSS	Defense Security Services
CG	Commanding General (General/flag officer of a unit, base or organization)	DTIC	Defense Technical Information Center
CINC	Commander in Chief (POTUS) - used to refer to Combatant Commanders	DTSA	Defense Technology Security Administration
CO	Commanding Officer (head of an operational unit)	DTRA	Defense Threat Reduction Agency
COCOM	see UCC	EUCOM	European Command
COIN	Counterinsurgency	FDO	Foreign Disclosure Officer
CONUS	Continental United States	FFRDC	Federally Funded Research and Development Centers
CJCS	Chairman of the Joint Chiefs of Staff	Flag Officer	Navy Officer at or above Rear Admiral rank
CNO	Chief of Naval Operations	FM 3-24	COIN Manual
CSA	Combat Support Agency	FOC	Full Operating Capacity
DARPA	Defense Advance Research Projects Agency	FYDP	Future Years Defense Plan
DCAA	Defense Contract Audit Agency	GOFO	General Officer/Flag Officer
		GMD	Ground-Based Missile Defense
		GSA	Global Security Affairs OUSD(P)
		HDASA	Homeland Defense and American Security Affairs OUSD(P)



DoD Acronyms

IOC	Initial Operating Capacity	NSA	National Security Agency
ISA	International Security Affairs OUSD(P)	OCO	Overseas Contingency Operations
ISR	Intelligence, Surveillance and Reconnaissance	OCONUS	Outside Continental United States
J1	Personnel and Manpower (Directorate of Joint Staff)	OPTEMPO	Operations Tempo
J2	Intelligence (Directorate of Joint Staff)	OSD	Office of the Secretary of Defense
J3	Operations (Directorate of Joint Staff)	OUSD(I)	Office of the Under Secretary of Defense for Intelligence
J4	Logistics (Directorate of Joint Staff)	OUSD(P)	Office of the Under Secretary of Defense for Policy
J5	Strategic Plans and Policy (Directorate of Joint Staff)	P&R	Personnel and Readiness (OSD)
J6	Command, Control, Communications and Computer Systems (Directorate of Joint Staff)	PA&E	Program Assessment and Analysis
J7	Operational Plans and Joint Force Development (Directorate of Joint Staff)	PACOM	Pacific Command
J8	Force Structure, Resources, and Assessment (Directorate of Joint Staff)	PDUSDP	Principle Deputy Under Secretary for Policy
JCS	Joint Chiefs of Staff	PERSTEMPO	Personnel Tempo
JFCOM	Joint Forces Command	PFPA	Pentagon Force Protection Agency
JIC	Joint Integrating Concepts	PMC	Private Military Contractor
JOC	Joint Operating Concepts	QDR	Quadrennial Defense Review
KO	Contracting Officer	SECAF	Secretary of the Air Force
MDA	Missile Defense Agency	SecDef	Secretary of Defense
MOA	Memorandum of Agreement	SecNav	Secretary of the Navy
MOU	Memorandum of Understanding	SO/LIC & IC	Special Operations/Low Intensity Conflict and Interdependent Capabilities OUSD(P)
NDS	National Defense Strategy	SOCOM	Special Operations Command
NGA	National Geospatial-Intelligence Office	SOUTHCOM	Southern Command
NMS	National Military Strategy	SSS	Staff Summary Sheet
NORAD	North American Aerospace Defense Command	STRATCOM	Strategic Command
NORTHCOM	Northern Command	TPFDD	Time Phased Force Deployment Data
NRO	National Reconnaissance Office	TRANSCOM	Transportation Command
		UCC	Unified Combatant Command
		UCMJ	Uniform Code of Military Justice

Additional Reading

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Notes