



Department of Defense DIRECTIVE

NUMBER 5100.73

May 13, 1999

Incorporating Change 1, June 5, 2001

DA&M

SUBJECT: Major Department of Defense Headquarters Activities

- References:
- (a) DoD Directive 5100.73, "Department of Defense Management Headquarters and Headquarters Support Activities," November 12, 1996 (hereby canceled)
 - (b) [DoD Directive 8910.1](#), "Management and Control of Information Requirements," June 11, 1993
 - (c) [DoD Directive 8320.1](#), "DoD Data Administration," September 26, 1991
 - (d) Title 10, United States Code

1. REISSUANCE AND PURPOSE

This Directive reissues reference (a) and establishes a system to identify and manage the number and size of Major Headquarters Activities in the Department of Defense.

2. APPLICABILITY

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

3. DEFINITIONS

3.1. Major DoD Headquarters Activities. Those headquarters (and the direct support integral to their operation) whose primary mission is to manage or command

the programs and operations of the Department of Defense, the DoD Components, and their major military units, organizations, or agencies.

3.1.1. Management Headquarters. Headquarters that are primarily responsible for overseeing, directing, and controlling subordinate organizations or units through:

3.1.1.1. Developing and issuing policies and providing policy guidance;

3.1.1.2. Reviewing and evaluating program performance;

3.1.1.3. Allocating and distributing resources; or

3.1.1.4. Conducting mid- and long-range planning, programming, and budgeting.

3.1.2. Combatant Headquarters. Headquarters that are primarily responsible for overseeing, directing, and controlling planning for and the employment of global or theater-level U.S. Military Forces.

3.1.3. Direct Support. Professional, technical, administrative, or logistic support that is performed in, or provided directly to, a Major DoD Headquarters Activity and is essential to its operation.

3.1.3.1. Direct support includes both staff support (such as providing policy or program analysis or formulating policies, plans, and programs for a Major DoD Headquarters Activity) and operating support (such as providing secretarial, typing, editorial, or computer systems services to a Major DoD Headquarters Activity).

3.1.3.2. Direct support does not include:

3.1.3.2.1. Specific products or technical and operating-type services that are provided on a DoD, Component, or command-wide basis (such as payroll services or personnel processing and assignment functions);

3.1.3.2.2. Base operating support functions provided by a host unit to all tenant organizations (such as facilities maintenance, printing and duplicating, or security services); or

3.1.3.2.3. Support to tactical military operations (such as operational intelligence; target analysis; or command, control, and communications) when it is

provided on a command-wide basis and is not limited to support of one or more Major DoD Headquarters Activities.

3.1.3.2.4. Students, faculty, and staff of the Military Academies or other schools, and members of military bands.

3.1.4. Specific Major DoD Headquarters functions are defined in enclosure 1.

4. IDENTIFICATION OF MAJOR DoD HEADQUARTERS ACTIVITIES

4.1. Major DoD Headquarters Activities shall consist of:

4.1.1. The OSD, the Joint Staff, and the headquarters elements of the Defense Agencies and of the Office of the IG, DoD.

4.1.2. Military Department headquarters down to and including the headquarters of all major commands and their equivalent.

4.1.3. Headquarters of operational military forces down to and including the headquarters of the Combatant Commands, the primary component command headquarters of the Military Services within the Combatant Commands, and the headquarters of the Navy Type Commands and Fleet Marine Forces.

4.1.4. Direct Reporting Units, Field Activities and Agencies, Operating Activities, Staff Support Activities and Agencies, or other organizations reporting to a headquarters listed in subparagraphs 4.1.1. through 4.1.3., above, when they provide direct support integral to the operation of the headquarters or a staff element of the headquarters. This includes a constituent element of a larger organization when the element provides direct support and reports to a Major DoD Headquarters Activity for operational supervision and tasking. As used in this context, the term "constituent element" refers to a subordinate unit of an organization, such as staff office, directorate, division, branch, section, detachment, or squadron. Such organizations, or their constituent elements, shall normally be designated as Major DoD Headquarters Activities when:

4.1.4.1. Their primary mission is to support one or more Major DoD Headquarters Activities;

4.1.4.2. They would no longer be required if the Major DoD Headquarters Activity (or Activities) that they support were to be disestablished; or

4.1.4.3. They are collocated with a Major DoD Headquarters Activity and their personnel are physically or operationally intermingled with the staff or support elements of the activity.

4.2. DoD organizations currently identified as Major DoD Headquarters Activities are listed in enclosure 2.

4.3. In fulfillment of U.S. international commitments, the Department of Defense provides military and civilian personnel to serve in International Military Headquarters that are responsible for multinational combatant, peacekeeping, humanitarian, and other missions requiring the use of combined military forces. These headquarters are not part of the Department's internal management or command structure and, therefore, are not categorized as Major DoD Headquarters Activities.

5. POLICY

5.1. Major DoD Headquarters Activities shall be organized and staffed in a manner that permits the effective accomplishment of assigned responsibilities with a minimum number of personnel. To provide a framework for implementing this policy, the Department of Defense shall maintain:

5.1.1. A DoD-wide definition of Major DoD Headquarters functions.

5.1.2. An approved list of Major DoD Headquarters Activities.

5.1.3. A common method of accounting for Major DoD Headquarters manpower authorizations and personnel levels.

5.2. All military and civilian personnel authorized or assigned to organizations identified in subparagraphs 4.1.1. through 4.1.3., above, shall be included in determining that organization's authorized or assigned Major DoD Headquarters strength. For organizations or constituent elements identified in subparagraph 4.1.4., above, those military and civilian personnel authorized or assigned to the organization or constituent element therein, whose primary function is to support one or more Major DoD Headquarters Activities, shall be included in determining the organization's Major DoD Headquarters strength.

5.3. Major DoD Headquarters functions may not be established or transferred outside a Major DoD Headquarters Activity for the purpose of circumventing the personnel, accounting, and reporting provisions of this Directive.

5.4. Multiple authorization documents, dual hatting, or other special personnel accounting devices may not be used to distort the true strength or structure of Major DoD Headquarters Activities.

6. RESPONSIBILITIES

6.1. The Director of Administration and Management, Office of the Secretary of Defense (DA&M, OSD) shall:

6.1.1. Develop Major DoD Headquarters policy, oversee its implementation throughout the Department of Defense, and issue guidance, as required, to further define the responsibilities and policies contained in this Directive.

6.1.2. Ensure that the DoD Components are accurately identifying and accounting for Major DoD Headquarters Activities in accordance with the criteria established in this Directive.

6.1.3. Maintain the official list of Major DoD Headquarters Functions in enclosure 1 and the list of Major DoD Headquarters Activities in enclosure 2.

6.2. The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) shall review and issue guidance on manpower authorizations and personnel levels for Major DoD Headquarters Activities.

6.3. The Under Secretary of Defense(Comptroller) (USD(C)) shall:

6.3.1. Maintain information in the Future Years Defense Program (FYDP) that:

6.3.1.1. Identifies the number of personnel and total operating costs of each Major DoD Headquarters Activity by type (management/combatant) and by category of personnel (military/civilian).

6.3.1.2. Provides separate visibility of this data, consistent with enclosure 2, for:

6.3.1.2.1. Defense-wide Combatant Headquarters Activities,

6.3.1.2.2. Defense-wide Management Headquarters Activities, and

6.3.1.2.3. Major Headquarters Activities of each of the Military Departments.

6.3.2. Report this data to the Congress as part of the Department's annual budget submission in separate budget exhibits, consistent with enclosure 2, for:

6.3.2.1. Defense-wide Combatant Headquarters Activities,

6.3.2.2. Defense-wide Management Headquarters Activities, and

6.3.2.3. Major Headquarters Activities of each of the Military Departments. This latter exhibit shall be further divided into two parts, separately displaying Military Department Combatant and Management Headquarters Activities.

6.3.3. Provide to Congress, as part of the Department's annual budget submission, a separate exhibit that identifies the number of military and civilian personnel in International Military Headquarters in which U.S. Forces participate.

6.4. The Inspector General of the Department of Defense (IG, DoD) shall, to the extent consistent with IG, DoD, audit plans, priorities, and available resources:

6.4.1. Periodically review and report on compliance with this Directive during the course of audits, inspections, and evaluations of those DoD Components for which the IG, DoD, has audit cognizance.

6.4.2. Provide to the DoD Components any IG, DoD, or General Accounting Office audit or inspection finding that discloses a deficiency in the reporting of Major DoD Headquarters Activities and associated personnel.

6.4.3. Provide audit policy direction to the DoD Components on reviewing and reporting on the implementation of policies and criteria established by this Directive.

6.5. The Heads of the DoD Components shall:

6.5.1. Efficiently organize and staff the Major DoD Headquarters Activities under their cognizance.

6.5.2. Designate a single office to implement the guidance contained in this Directive and to coordinate matters regarding control of the number and size of Major DoD Headquarters Activities.

6.5.3. Maintain a management information system, in coordination with the USD(C), that identifies the number of personnel and total operating costs of Major DoD Headquarters Activities consistent with subparagraphs 6.3.1. and 6.3.2., above.

6.5.4. Report Major DoD Headquarters personnel strength and operating costs to the USD(C) in their FYDP and budget exhibit submissions as follows:

6.5.4.1. The Secretaries of the Military Departments shall provide personnel strength and operating costs in Major DoD Headquarters Activities under their management control. In addition, they shall provide strength and operating costs of Service-provided personnel and funding in the U.S. Combatant Command Headquarters Activities in accordance with Commander-in-Chief programmed and Joint Staff approved levels. Service personnel and funding for the U.S. Special Operations Command shall be coordinated with the Commander-in-Chief, Special Operations Command (CINCSOC).

6.5.4.2. The CJCS shall provide personnel strength and operating costs of the Joint Staff and, where appropriate, other organizations under CJCS management control.

6.5.4.3. Heads of other DoD Components shall provide personnel strength and operating costs in organizations under their management control. The CINCSOC shall forward CINCSOC funded costs of Major DoD Headquarters Activities under his management control to the CJCS, for review and coordination prior to submission to the USD(C).

6.5.5. Conduct surveys or studies and establish administrative controls as needed to comply with this Directive.

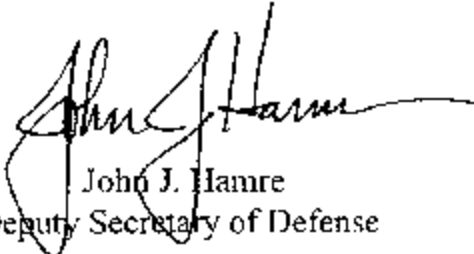
6.5.6. Cooperate and coordinate, particularly in the case of joint activities, with other DoD Components in the exchange of Major DoD Headquarters data.

6.5.7. Ensure that the list of Major DoD Headquarters Activities for their respective DoD Component remains accurate by notifying the DA&M, OSD, of all organizational changes affected by the DoD Component that require a revision to the list.

6.5.8. Ensure that supplemental data is made available to the DA&M, OSD; USD(P&R); and USD(C), as requested, in accordance with DoD Directive 8910.1 (reference (b)) and DoD Directive 8320.1 (reference (c)).

7. EFFECTIVE DATE

This Directive is effective immediately.



John J. Hamre
Deputy Secretary of Defense

Enclosures - 2

- E1. Major DoD Headquarters Functions
- E2. Major DoD Headquarters Activities

E1. ENCLOSURE 1

MAJOR DoD HEADQUARTERS FUNCTIONS

E1.1. PURPOSE

Organizational and management arrangements and command relationships differ greatly among the DoD Components. A strict DoD-wide Major DoD Headquarters comparison based on similarity of mission, title, organizational level or other superficial comparison is, therefore, inadequate to ensure DoD-wide comparability in identifying and accounting for Major DoD Headquarters Activities. Therefore, with the exception of those organizations identified in subparagraphs 4.1.1. through 4.1.3. of the main body of this Directive (which are categorically designated as Major DoD Headquarters in their entirety), the organizational elements of the headquarters structures of the various DoD Components must be included or excluded from Major DoD Headquarters accountability based on an analysis of their respective functions and the manner in which these functions are performed within each DoD Component. Accordingly, this enclosure provides a common DoD-wide list of the functional areas that must be considered when identifying Major DoD Headquarters Activities and when accounting for their personnel resources. It is to be used in conjunction with the definition criteria in section 3. of the main body of this Directive.

E1.2. FUNCTIONS

E1.2.1. Acquisition. Management of programs through which equipment, facilities, and services are planned, designed, developed, acquired, maintained, and disposed of throughout the Department of Defense, as well as acquisition services provided directly to a Major DoD Headquarters Activity. This includes, but is not limited to, functions performed by the Defense Acquisition Executive, Service Acquisition Executives, and Service Program Executive Officers.

E1.2.2. Administration. Management of administrative communications, documentation, publications, and reproduction programs, as well as correspondence, publications, and reproduction services provided directly to a Major DoD Headquarters Activity.

E1.2.2.1. Administrative Communications. The coordination, processing, and distribution of correspondence and general service messages.

E1.2.2.2. Documentation. Creation, maintenance, and disposition of documents, document storage, and retrieval systems and equipment.

E1.2.2.3. Publications. Manuscript preparation and writer-editor services, design, coordination, indexing, distribution, and periodic review of forms and publications; authentication and distribution of administrative orders; and establishment and maintenance of technical libraries for a Major DoD Headquarters Activity.

E1.2.2.4. Reproduction. Printing, duplicating, and copying services.

E1.2.3. Audiovisual. Management of photographic, television, audiovisual, and graphic arts programs, as well as audiovisual services provided directly to a Major DoD Headquarters Activity.

E1.2.4. Audit. Management of audit programs, including the development and establishment of audit objectives, polices, plans, and standards.

E1.2.5. Command. Functions performed by the head of a Major DoD Headquarters Activity and his or her immediate staff, such as the deputy head, chief of staff, executive and special assistants, advisers, aides, stewards, secretaries, protocol personnel, and others performing similar functions.

E1.2.6. Cost Analysis. Preparation of estimates of development, investment, and operating costs of programs, equipment, and systems, and the collection, validation, and analysis of related cost data for a Major DoD Headquarters Activity when these functions are not counted under one of the other headings in this enclosure.

E1.2.7. Data Automation. Management of data standardization, equipment selection, and utilization programs, including establishment of policy for systems and satellite data processing units, as well as Automated Data Processing support provided directly to a Major DoD Headquarters Activity.

E1.2.8. Engineering and Construction. Management of engineering programs, including criteria and design development and review, and the functional and technical review of construction and major repair projects, as well as engineering and construction services provided directly to a Major DoD Headquarters Activity.

E1.2.9. Environmental Sciences. Management of environmental sciences programs, including oceanographic and meteorological programs, as well as weather services provided directly to a Major DoD Headquarters Activity.

E1.2.10. Facilities. Management of real estate, facilities, and civil engineering or public works programs, as well as facility services provided directly to a Major DoD Headquarters Activity.

E1.2.11. Financial Management. Management of budget, accounting and finance, internal review, and related financial management programs, as well as financial management services provided directly to a Major DoD Headquarters Activity.

E1.2.11.1. Accounting and Finance. Development and direction of accounting and finance systems and services.

E1.2.11.2. Budget. Budget formulation, presentation, and execution; funding control and evaluation; budget analysis; and the furnishing of budgetary advice and guidance.

E1.2.11.3. Internal Review. Review of command systems, procedures, and internal control.

E1.2.12. Historical Affairs. Management of historical writing, research, studies, analyses, and heraldry programs, as well as the provision of historical or heraldry services directly to a Major DoD Headquarters Activity.

E1.2.13. Information and Public Affairs. Management of internal and public information and community relations programs, as well as information and public affairs services provided directly to a Major DoD Headquarters Activity.

E1.2.14. Inspection and Evaluation. Management of inspection and evaluation programs, including the development and establishment of inspection and evaluation objectives, policies, plans, and standards.

E1.2.15. Intelligence. Management of intelligence collection, analysis, production, and evaluation programs, as well as intelligence services provided directly to a Major DoD Headquarters Activity.

E1.2.16. Legal and Legislative Affairs. Management of legal and legislative programs, as well as legal services provided directly to a Major DoD Headquarters Activity.

E1.2.17. Logistics. Management of supply, maintenance, transportation, procurement, production, and materiel programs, as well as supply, maintenance, and transportation services provided directly to a Major DoD Headquarters Activity.

E1.2.17.1. Supply and Services. Supply programs and service functions, such as clothing sales, mortuary, laundry, dry cleaning, and food services.

E1.2.17.2. Maintenance. Equipment maintenance programs, as well as permanent members of standardization and evaluation teams supporting a Major DoD Headquarters Activity.

E1.2.17.3. Transportation. Military and commercial air, sea, and surface transportation programs, motor vehicle management, and logistic transportation planning and control.

E1.2.17.4. Materiel Management. Logistic support of specified weapon and nonweapon systems, equipment, and commodities from delivery through disposal.

E1.2.17.5. Procurement and Production. Procurement and production management for the acquisition of weapon systems, equipment, materiel, and services.

E1.2.18. Management Analysis. Development and presentation of integrated analyses and control information for the management of the principal missions and objectives of an organization when these functions are not counted under one of the other headings in this enclosure.

E1.2.19. Management Engineering. Analysis of systems, procedures, organizations, methods, and techniques for the management and control of an organization's programs and activities, and the development or maintenance of work measurement systems when these functions are not counted under one of the other headings in this enclosure.

E1.2.20. Manpower and Organization. Allocation and control of an organization's structures, manpower resources, and grade authorizations, and evaluation of manpower utilization, as well as permanent members of manpower and organization survey teams supporting a Major DoD Headquarters Activity.

E1.2.21. Medical Services. Management of medical and healthcare programs, as well as medical services provided directly to a Major DoD Headquarters Activity.

E1.2.22. Operations. Development and analysis of global or theater level combined, joint, or Service Component strategic, defensive, and tactical operations, including operational readiness, planning and requirements, standardization, evaluation, training, and command and control, as well as command and control services provided directly to a Major DoD Headquarters Activity.

E1.2.23. Operations Analysis. Development of mathematical and scientific studies of operational programs, or analysis of the operational mix of weapons, equipment, tactics, and strategy for a Major DoD Headquarters Activity.

E1.2.24. Personnel. Management of civilian and military personnel programs (such as staffing, career development, position classification, pay management, employee and labor-management relations, incentive awards, and benefits), special services programs (such as welfare and recreation programs), and social action programs (such as race relations, equal employment opportunity, and drug and alcohol abuse), as well as personnel services provided directly to a Major DoD Headquarters Activity.

E1.2.25. Policy, Plans, and Programming. Formulation, coordination, and development of plans, policies, and programming actions, when these functions are not counted under one of the other headings in this enclosure.

E1.2.26. Religious Affairs. Management of religious affairs, counseling, and related moral welfare activities.

E1.2.27. Research and Development. Management of basic and developmental research, test, and engineering programs.

E1.2.28. Reserve Affairs. Management of Reserve forces programs. (National Guard and Reserve officers serving on active duty and performing duties described in 10 U.S.C. 10211 (reference (d)) are included, but will be accounted for separately by the DoD Components and will be excluded from their PB-22 Budget Exhibits.)

E1.2.29. Safety. Management of safety programs, such as flight, industrial, missile, nuclear, explosive, driver, systems, and surface and subsurface safety, as well as safety services provided directly to a Major DoD Headquarters Activity.

E1.2.30. Security. Management of physical, personnel, information, and communications security programs, as well as security and police or guard services provided directly to a Major DoD Headquarters Activity.

E1.2.31. Telecommunications. Management of communications programs, as well as electronic-communications services provided directly to a Major DoD Headquarters Activity.

E1.2.32. Training and Education. Management of training and educational programs and related matters, such as educational research, evaluation, and curriculum development and review.

E1.2.33. Unit Administration. Direct support functions of the headquarters units of a Major DoD Headquarters Activity, such as the administration of punitive authorities and unit supply preparation and maintenance of duty rosters and unit records.

E2. ENCLOSURE 2

MAJOR DoD HEADQUARTERS ACTIVITIES

DEFENSE-WIDE COMBATANT HEADQUARTERS ACTIVITIES

- HQ U. S. Joint Forces Command (USJFCOM)
 - HQ Iceland Defense Force*
 - HQ U. S. Forces, Azores*
- HQ U. S. Central Command (USCENTCOM)
- HQ U. S. European Command (USEUCOM)
- HQ U. S. Pacific Command (USPACOM)
 - HQ U. S. Forces, Japan (USFJ)*
 - HQ U. S. Forces, Korea (USFK)*
 - HQ Alaskan Command (ALCOM)*
- HQ U. S. Southern Command (USSOUTHCOM)
- HQ U. S. Space Command (USSPACECOM)
 - Combat Operations Staff*
- HQ U. S. Special Operations Command (USSOCOM)
- HQ U. S. Transportation Command (USTRANSCOM)
- HQ U. S. Strategic Command (USSTRATCOM)
 - Joint Intelligence Center*

Note: Includes approved changes as of 1 June 2001.

* Personnel performing Major Headquarters Activities functions only.

MAJOR MILITARY DEPARTMENT HEADQUARTERS
MILITARY DEPARTMENT COMBATANT HEADQUARTERS ACTIVITIES

| Department of the Army | Department of the Navy | Department of the Air Force |
|---|---|--|
| <p><u>U. S. Joint Force Command (USJFCOM)</u> (Army component HQ functions performed by the USA Forces Command listed elsewhere on this enclosure.)</p> | <p><u>U. S. Joint Force Command (USJFCOM)</u> HQ U. S. Navy, Atlantic Fleet (LANTFLETCINCLANTFLT Sea Duty Component CINCLANTFLT Manpower Analysis Team HQ Surface Force, Atlantic (SURFLANT) HQ Submarine Force, Atlantic (SUBLANT) COMSUBLANT Fleet Support Component Combat Systems Readiness* HQ Naval Air Force, Atlantic (AIRLANT) CNAL Ship Training Team* CNALFLT Comp 12* HQ Marine Forces, Atlantic (MARFORLANT)</p> | <p><u>U. S. Joint Force Command (USJFCOM)</u> HQ Air Combat Command (ACC) Aerospace Cmd & Control & Intelligence, Surveillance, & Reconnaissance Center Air Warfare Center* ACC Air Operations Sq* ACC Intelligence Sq* ACC Regional Supply Sq* ACC Program Management Sq* ACC Communications Group*</p> |
| <p><u>U. S. European Command (USEUCOM)</u> HQ U. S. Army Europe (USAREUR)</p> | <p><u>U. S. European Command (USEUCOM)</u> HQ U. S. Naval Forces, Europe (NAVEUR)</p> | <p><u>U. S. European Command (USEUCOM)</u> HQ U.S. Air Forces in Europe (USAFE) USAFE Special Security Sq</p> |
| <p><u>U. S. Central Command (USCENTCOM)</u> HQ U. S. Army Central Command (ARCENT)/(Third Army)*</p> | <p><u>U. S. Central Command (USCENTCOM)</u> HQ U.S. Naval Forces, Central Command (NAVCENT)</p> | <p><u>U. S. Central Command (USCENTCOM)</u> HQ U. S. Air Forces, Central Command (CENTAF)/(9th Air Force)</p> |

Note: *Personnel performing Major Headquarters Activities functions only.

MAJOR MILITARY DEPARTMENT HEADQUARTERS
MILITARY DEPARTMENT COMBATANT HEADQUARTERS ACTIVITIES

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|--|---|--|
| <p><u>U. S. Space Command (USSPACECOM)</u> (Army Component HQ functions performed by the U. S. Army Space and Missile Defense Command listed elsewhere on this enclosure.)</p> | <p><u>U. S. Space Command (USSPACECOM)</u> HQ Naval Space Command (NAVSPACECOM)</p> | <p><u>U. S. Space Command (USSPACECOM)</u> HQ Air Force Space Command (AFSPC) Space Warfare Center* AFSPC Space Operations Sq* AFSPC Communications Support Sq* HQ 14th Air Force</p> |
| <p><u>U. S. Pacific Command (USPACOM)</u> HQ U. S. Army Pacific (USARPAC)</p> | <p><u>U. S. Pacific Command (USPACOM)</u> HQ U.S. Navy, Pacific Fleet (PACFLT) HQ Surface Force, Pacific (SURFPAC) HQ Submarine Force, Pacific (SUBPAC) HQ Naval Air Force, Pacific (AIRPAC) CINCPACFLT Environmental Division COMNAV/SURPAC Defense Service Naval Security Group* CINCPACFLT Security Group* CINCPACFLT Manpower Field Office (San Diego) CINCPACFLT Manpower Field Office (Pearl Harbor) CPF Motor Pool/Boathouse HQ Marine Forces, Pacific (MARFORPAC)</p> | <p><u>U. S. Pacific Command (USPACOM)</u> HQ Pacific Air Forces (PACAF) PACAF Air Operations Sq*</p> |
| <p><u>U. S. Southern Command (USSOUTHCOM)</u> HQ U. S. Army, South (USARSO) USA National Assistance Planning Activity</p> | <p><u>U. S. Southern Command (USSOUTHCOM)</u> HQ U. S. Navy, South (NAVSOUTH) NAVSO Det Miami</p> | <p><u>U. S. Southern Command (USSOUTHCOM)</u> HQ U. S. Southern Air Force (SOUTHAF) (12th Air Force)</p> |

Note: *Personnel performing Major Headquarters Activities functions only.

MAJOR MILITARY DEPARTMENT HEADQUARTERS
MILITARY DEPARTMENT COMBATANT HEADQUARTERS ACTIVITIES

| | | |
|---|--|--|
| <p><u>U. S. Special Operations Command</u> (USSOCOM) HQ US Army Special Operations Command (USASOC)</p> | <p><u>U. S. Special Operations Command</u> (USSOCOM) HQ Naval Special Warfare Command (NAVSPECWARCOM)</p> | <p><u>U. S. Special Operations Command</u> (USSOCOM) HQ Air Force Special Operations Command (AFSOC)</p> |
| <p><u>U. S. Transportation Command</u> (USTRANSCOM) HQ Military Traffic Management Command (MTMC) HQ MTMC Field Operating Activity*</p> | <p><u>U. S. Transportation Command</u> (USTRANSCOM) HQ Military Sealift Command (MSC)</p> | <p><u>U. S. Transportation Command</u> (USTRANSCOM) HQ Air Mobility Command (AMC) Defense Courier Service* AMC Civil Engineer Sq* AMC Air Operations Sq* AMC Financial Services Sq* AMC Air Intelligence Sq*</p> |
| <p><u>U. S. Strategic Command (USSTRATCOM)</u> (No Army Component.)</p> | <p><u>U. S. Strategic Command (USSTRATCOM)</u> (Navy component HQ functions performed by U.S. Navy, Atlantic Fleet and U.S. Navy, Pacific Fleet listed elsewhere on this enclosure.)</p> | <p><u>U. S. Strategic Command (USSTRATCOM)</u> (Air Force component HQ functions performed by Air Force Space Command and Air Combat Command listed elsewhere on this enclosure.)</p> |

Note: *Personnel performing Major Headquarters Activities functions only.

DEFENSE-WIDE MANAGEMENT HEADQUARTERS ACTIVITIES

| Departmental Headquarters | Defense Agencies | Other DoD-Wide Components |
|---|---|--|
| Office of the Secretary of Defense Chairman of the Joint Chiefs of Staff Joint Staff Joint Theater Air and Missile Defense Organization | HQ Ballistic Missile Defense Organization (BMDO) HQ Defense Advanced Research Projects Agency (DARPA) HQ Defense Information Systems Agency (DISA) HQ Defense Contract Audit Agency (DCAA) HQ Defense Contract Management Agency (DCMA) HQ Defense Intelligence Agency (DIA) HQ Defense Security Service (DSS) HQ Defense Legal Services Agency (DLSA) HQ Defense Logistics Agency (DLA) HQ Defense Threat Reduction Agency (DTRA) HQ Defense Commissary Agency (DeCA) HQ Defense Finance and Accounting Service (DFAS) HQ Defense Security Cooperation Agency (DSCA) HQ National Imagery and Mapping Agency (NIMA) HQ National Security Agency/Central Security Service (NSA/CSS) | HQ Department of Defense Education Activity (DoDEA) Office of the Inspector General (OIG)* DoD Human Resources Activity (DoDHRA)* Washington Headquarters Services (WHS)* Office of Economic Adjustment (OEA) Tricare Management Activity (TMA)* |

Note: *Personnel performing Major Headquarters Activities functions only.

MILITARY DEPARTMENT MANAGEMENT HEADQUARTERS ACTIVITIES

| Department of the Army Departmental Activities | Department of the Navy Departmental Activities | Department of the Air Force Departmental Activities |
|---|---|---|
| Army Secretariat (OSA) USA Cost & Economic Analysis Center Per Diem Travel & Transportation Allowance Committee USA Finance Command USA Manpower Analysis Agency USA Civilian Personnel Field Agency* USA Information Management Support Center Network Infrastructure Support Agency (Pentagon) USA Command Information Unit* Installation Services - Washington Headquarters Services Washington* Resources Services Washington* USA Inspector General Agency* USA Audit Agency* Army Staff (ARSTAF) USA Safety Center* USA Operations and Plans Support Group USA Force Management Support Agency USA Installation Support Management Agency* USA Test and Evaluation Command* USA Personnel Command* USA Reserve Personnel Command* | Navy Secretariat (SECNAV) Office Chief of Naval Operations (OPNAV) HQ Marine Corps (HQMC) | Air Force Secretariat (OSAF) Air Force Wide Support Elements* AF Audit Agency* AF Real Estate Agency AF News Agency* Air Staff Air Force Wide Support Elements* AF Personnel Operations Agency* AF Center for Environmental Excellence* AF Civil Engineer Support Agency* AF Legal Services Agency* AF Medical Operations Agency* AF Flight Standards Agency* AF National Security Emergency Preparedness Office* AF Safety Center* 11 th Wing* AF Historical Research Agency* AF Medical Support Agency* |

Note: *Personnel performing Major Headquarters Activities functions only.

MILITARY DEPARTMENT MANAGEMENT HEADQUARTERS ACTIVITIES

Departmental Support Activities

USA Command & Control Support Agency
 USA Information Management Support Agency
 USA Environmental Policy Institute
 Center for Army Analysis

Departmental Support Activities

Naval Center for Cost Analysis
 Human Resources Operations Center DASN(CP/EEO)
 Navy International Programs Office*
 Naval Criminal Investigative Service*
 Naval Audit Service*
 Asst for Admin/USN
 Navy Inspector General Oversight Inspector Unit
 Field Support Activity
 OPNAV Support Activity
 Naval Computer and Telecommunications Station,
 Washington*
 Chief of Naval Personnel*
 HQ Marine Corps Support Activity (HQMCSA)
 Marine Corps Combat Development Cmd (MCCDC)

Departmental Support Activities

Air Force Pentagon Communications Agency (AFPCA)
 HQ USAF Direct Support Elements*
 11th Wing*
 AF Cost Analysis Agency*
 AF Inspection Agency*
 AF Communications Agency*
 AF Personnel Center*
 AF Services Agency*
 AF Weather Agency*
 AF Security Forces Center*
 AF Studies and Analyses Agency*
 AF Personnel Operations Agency*
 AF Civil Engineer and Support Agency*
 AF Legal Services Agency*
 AF Medical Operations Agency*
 AF Medical Support Agency*
 AF Flight Standards Agency*
 AF Manpower and Innovation Agency*
 AF National Guard Readiness Center*
 AF Audit Agency*
 AF Office of Special Investigations*

(Some Departmental Support Activities also perform functions in support of the Air Force Secretariat and Air Staff--see page 20.)

Acquisition, Supply & Logistics

HQ Army Materiel Command (AMC)
 Installations & Services Activity
 International Cooperative Program Activity
 Intelligence & Technology Security Activity
 HQ USA Space & Missile Defense Command (SMDC)
 Army Acquisitions Executive Support Agency
 US Army Program Executive Offices*

Acquisition, Supply & Logistics

HQ Office Chief of Naval Research (OCNR)*
 HQ Naval Air Systems Command (NAV AIR)*
 HQ Naval Facilities Engineering Command (NAVFAC)*
 HQ Naval Sea Systems Command (NAVSEA)*
 Naval Sea Logistics Center & DETLANT
 HQ Naval Supply Systems Command (NAV SUP)
 Naval Inventory Control Point*
 Fleet Materiel Support Office*
 Naval Transportation Support Center*
 HQ Space and Naval Warfare Systems Command (SPAWAR)*
 Program Executive Offices (PEO)*
 MC Direct Reporting Program Manager (DRPM-AAAA)
 HQ Marine Corps Materiel Command (USMC MATCOM)

Acquisition, Supply & Logistics

HQ Air Force Materiel Command (AFMC)
 AFMC Law Office*
 AFMC Operations Office*
 AFMC Logistics Support Office*
 Air Force Program Executive Office (AFPEO)

Note: *Personnel performing Major Headquarters Activities functions only.

MILITARY DEPARTMENT MANAGEMENT HEADQUARTERS ACTIVITIES

Readiness & Reserve Forces

HQ USA Forces Command (FORSCOM)
 HQ U. S. Army Reserve Command
 Reserve Command Support Group*
 Army National Guard Readiness Center*

Training

HQ USA Training & Doctrine Command
 (TRADOC)

Weather Service

(Weather services management functions performed by the Air Staff and each Major Air Force Command Headquarters with a Major Army Command support relationship, listed elsewhere on this enclosure.)

Recruiting

(Recruiting management functions performed by HQ USA Training and Doctrine Command listed elsewhere on this enclosure.)

Communications & Information Management

(Communications and Information Management functions performed by HQ USA Forces Command listed elsewhere on this enclosure.)

Readiness & Reserve Forces

HQ Naval Reserve Force (NAVRESFOR)
 Cdr, Naval Air Reserve Force & Detachments
 Cdr, Naval Surface Reserve Forces, New Orleans
 HQ Marine Forces Reserves (MAREFORRES)

Training

HQ Naval Education & Training Command
 (CNET)
 Chief of Naval Air Training, (CNATRA)

Weather Service

HQ Naval Meteorology and Oceanography
 Command (NAVMETOCCOM)
 Naval Oceanographic Office*

Recruiting

(Recruiting management functions performed by the OPNAV staff listed elsewhere on this enclosure.)

Communications & Information Management

HQ Naval Computer and Telecommunications
 Command (NAVCOMTELCOM)
 DCMS, Washington, DC*

Readiness & Reserve Forces

HQ Air Force Reserve Command (AFRES)
 (AF National Guard Readiness functions performed by Air National Guard Readiness Center listed elsewhere on this enclosure.)

Training

HQ Air Education & Training Command (AETC)

Weather Service

(Weather services management functions performed by the Air Staff, the AF Weather Agency, and each Major Command Headquarters, listed elsewhere on this enclosure.)

Recruiting

(Recruiting management functions performed by the Air Staff and the HQ Air Education and Training Command listed elsewhere on this enclosure.)

Communications & Information Management

(Communications & Information Management functions performed by the Air Staff and Major Command Headquarters, and their subordinate communications units, listed elsewhere on this enclosure.)

Note: *Personnel performing Major Headquarters Activities functions only.

MILITARY DEPARTMENT MANAGEMENT HEADQUARTERS ACTIVITIES

Intelligence, Investigations, & Security

HQ USA Intelligence & Security Command
(INSCOM)
USA INSCOM Mission Support Command
HQ USA Criminal Investigation Command
(CIDC)

Intelligence, Investigations, & Security

HQ Office of Naval Intelligence (ONI)*
(Counterintelligence management functions performed by the OPNAV Staff listed elsewhere on this enclosure.)
(Criminal investigation management functions performed by the Naval Criminal Investigative Service listed elsewhere on this enclosure.)

Intelligence, Investigations, & Security

(Foreign intelligence, investigations, and Security management functions performed by the Air Staff, Major Command Headquarters, and their subordinate intelligence, investigations, and security units listed elsewhere on this enclosure.)

HQ Air Intelligence Agency (AIA)
Air Intelligence Agency Elements*

HQ Naval Security Group Command
(NAVSECGRUCOM)

Medical

HQ USA Medical Command (MEDCOM)

Medical

Chief, Bureau of Medicine & Surgery (BUMED)

Medical

(Medical management functions performed by the Air Staff, Major Command Headquarters, and their subordinate medical units listed elsewhere on this enclosure.)

Other

HQ USA Military District of Washington (MDW)
HQ & Installation Support Activity*
HQ U.S. Army Corps of Engineers (USACE)
Humphreys Engineer Center Support Activity*

Other

Note: *Personnel performing Major Headquarters Activities functions only.