Department of Defense
INSTRUCTION

NUMBER 5100.73
December 1, 2007
Incorporating Change 2, June 12, 2012

DA&M

SUBJECT: Major DoD Headquarters Activities

References: (a) DoD Directive 5100.73, "Major Department of Defense Headquarters Activities," May 13, 1999 (hereby canceled)
(b) DoD Instruction 5025.01, "DoD Directives Program," October 28, 2007
(c) DoD Directive 5105.53, "Director of Administration and Management (DA&M)," February 26, 2008
(d) Section ~~130a~~ *901(b)* of ~~title 10, United States Code~~ *Public Law 110-81, "National Defense Authorization Act for Fiscal Year 2008," January 28, 2008"*
(e) Inspector General Act of 1978, as amended
(f) DoD Instruction 8910.01, "Information Collection and Reporting," March 6, 2007

1. PURPOSE

This Instruction:

1.1. Reissues Reference (a) as a DoD Instruction in accordance with the guidance in Reference (b) and the authority in Reference (c).

1.2. Establishes a system to identify and manage the number and size of Major DoD Headquarters Activities.

2. APPLICABILITY

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

3. DEFINITIONS

Terms used in this Instruction are defined in Enclosure 1.

4. POLICY

It is DoD policy that:

4.1. Major DoD Headquarters Activities (identified in Enclosure 2) 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:

4.1.1. A DoD-wide definition of Major DoD Headquarters functions (identified in Enclosure 3).

4.1.2. An approved list of Major DoD Headquarters Activities (identified in Enclosure 4).

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

4.2. All military and civilian personnel authorized or assigned to organizations identified in Enclosure 2, paragraphs E2.1.1. through E2.1.3., shall be included in determining that organization's authorized or assigned Major DoD Headquarters strength. For organizations or constituent elements identified in Enclosure 2, paragraph E2.1.4., 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.

4.3. 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 Instruction.

4.4. Multiple authorization documents, dual hatting (occupying two positions at the same time), or other special personnel accounting devices may not be used to distort the true strength or structure of Major DoD Headquarters Activities.

5. RESPONSIBILITIES

5.1. The Director of Administration and Management (DA&M) shall:

5.1.1. 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 Instruction and section ~~130a~~ *901(b)* of ~~title 10, United States Code~~ *Public Law 110-81* (Reference (d)).

5.1.2. Ensure that the DoD Components are accurately identifying and accounting for Major DoD Headquarters Activities according to the criteria established in this Instruction.

5.1.3. Maintain the official list of Major DoD Headquarters Functions in Enclosure 3 and the list of Major DoD Headquarters Activities in Enclosure 4.

5.2. The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) shall:

5.2.1. Review, issue guidance, and administer controls over manpower authorizations and personnel levels for Major DoD Headquarters Activities.

5.2.2. Consolidate changes in the Major DoD Headquarters Activities authorization and personnel levels, including emerging requirements, change requests, or Administration or Congressionally mandated changes, and authorize increases or direct offsets to maintain compliance with statutory limits.

5.2.3. As the Department of Defense Chief Human Capital Officer, be the lead in any legislative action with respect to Major DoD Headquarters Activities and communicate these initiatives through the Assistant Secretary of Defense for Legislative Affairs or the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense (USD(C)/CFO), consistent with the DoD Legislative Program.

5.3. The Director of ~~Program Analysis and Evaluation (DPA&E)~~ *Cost Assessment and Program Evaluation (DCAPE)* shall maintain information in the Future Years Defense Program (FYDP) that:

5.3.1. 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).

5.3.2. Provides separate visibility of this data, consistent with Enclosure 4, for:

5.3.2.1. Defense-wide Combatant Headquarters Activities;

5.3.2.2. Defense-wide Management Headquarters Activities; and

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

5.4. The USD(C)/CFO shall:

5.4.1. Review and consolidate the Major DoD Headquarters Activities' budget exhibit submissions.

5.4.2. Report this data to the Congress as part of the Department's annual budget submission in separate budget exhibits, consistent with *Reference (d) and* Enclosure 3, for:

5.4.2.1. Defense-wide Combatant Headquarters Activities;

5.4.2.2. Defense-wide Management Headquarters Activities; and

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

5.4.3. 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.

5.5. The Inspector General of the Department of Defense (IG DoD), to the extent consistent with the Inspector General Act of 1978, as amended (Reference (e)), and IG DoD audit plans, priorities, and available resources, shall:

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

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

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

5.6. The Heads of the DoD Components shall:

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

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

5.6.3. Maintain a management information system, in coordination with the ~~DPA&E~~ *DCAPE*, that identifies the number of personnel and total operating costs of Major DoD Headquarters Activities, consistent with paragraphs 5.3.1. and 5.4.2.

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

5.6.4.1. 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 Military Service-provided personnel and funding in the U.S. Combatant Command Headquarters Activities, in accordance with Commander-programmed and Joint Staff-approved levels. Military Service personnel and funding for the U.S. Special Operations Command shall be coordinated with the Commander, U.S. Special Operations Command (CDRUSSOCOM).

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

5.6.4.3. The Heads of the other DoD Components shall provide personnel strength and operating costs in organizations under their management control. The CDRUSSOCOM shall forward CDRUSSOCOM-funded costs of Major DoD Headquarters Activities under his management control to the Chairman of the Joint Chiefs of Staff, for review and coordination prior to submission to the USD(C)/CFO.

5.6.5. Conduct surveys or studies and establish administrative controls as needed to comply with this Instruction.

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

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

5.6.8. Ensure that supplemental data is made available to the DA&M, the USD(P&R), the USD(C)/CFO, and the ~~DPA&E~~ *DCAPE*, as requested, in accordance with Reference (d) and DoD Instruction 8910.01 (Reference (f)).

6. RELEASABILITY. UNLIMITED. This Instruction is approved for public release and is available on the Internet from the DoD Issuances Web Site at http://www.dtic.mil/whs/directives.

7. EFFECTIVE DATE

This Instruction is effective immediately.

Michael B. Donley
Director of Administration and Management

Enclosures - 4
- E1. Definitions
- E2. Identification of Major DoD Headquarters Activities
- E3. Major DoD Headquarters Functions
- E4. Major DoD Headquarters Activities

E1. ENCLOSURE 1

DEFINITIONS

For the purpose of this Instruction, the following definitions apply:

E1.1. 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.

E1.2. Management Headquarters. Headquarters that are primarily responsible for overseeing, directing, and controlling subordinate organizations or units through:

E1.2.1. Developing and issuing policies and providing policy guidance;

E1.2.2. Reviewing and evaluating program performance;

E1.2.3. Allocating and distributing resources; or

E.1.2.4. Conducting mid- and long-range planning, programming, and budgeting.

E1.3. Combatant Headquarters. Headquarters that are primarily responsible for overseeing, directing, and controlling the planning for and the employment of global or theater-level U.S. military forces.

E1.4. 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.

E1.4.1. Direct support includes 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).

E1.4.2. Direct support does not include:

E1.4.2.1. 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);

E1.4.2.2. Base operating support functions provided by a host unit to all tenant organizations (such as facilities maintenance, printing and duplicating, or security services); or

E1.4.2.3. 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.

E1.4.2.4. Students, faculty, and staff of the Military Academies or other schools, and members of military bands.

E2. ENCLOSURE 2

IDENTIFICATION OF MAJOR DOD HEADQUARTERS ACTIVITIES

E2.1. STRUCTURE

Based on the definitions provided in Enclosure 1, Major DoD Headquarters Activities shall consist of the following:

E2.1.1. The OSD, the Joint Staff, and the headquarters elements of the Defense Agencies and of the Office of the IG DoD.

E2.1.2. The Military Department headquarters down to and including the headquarters of all major commands and their equivalent.

E2.1.3. 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.

E2.1.4. Direct Reporting Units, Field Activities and Agencies, Operating Activities, Staff Support Activities and Agencies, or other organizations reporting to a headquarters listed in paragraphs E2.1.1. through E2.1.3. 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:

E2.1.4.1. Their primary mission is to support one or more Major DoD Headquarters Activities;

E2.1.4.2. They would no longer be required if the Major DoD Headquarters Activity (or Activities) they support were to be disestablished; or

E2.1.4.3. 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.

E2.2. FUNCTIONS

Specific Major DoD Headquarters Functions are defined in Enclosure 3. DoD organizations currently identified as Major DoD Headquarters Activities are listed in Enclosure 4.

E2.3. INTERNATIONAL COMMITMENTS

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.

E3. ENCLOSURE 3

MAJOR DOD HEADQUARTERS FUNCTIONS

E3.1. 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 paragraphs E2.1.1. through E2.1.3. (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 Enclosure 1 of this Instruction.

E3.2. FUNCTIONS

E3.2.1. Acquisition. Management of programs through which equipment, facilities, and services are planned, designed, developed, acquired, maintained, and disposed of throughout the Department of Defense and 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.

E3.2.2. 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.

E3.2.2.1. Administrative Communications. The coordination, processing, and distribution of correspondence and general service messages.

E3.2.2.2. Documentation. Creation, maintenance, and disposition of documents, document storage, and retrieval systems and equipment.

E3.2.2.3. 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.

E3.2.2.4. Reproduction. Printing, duplicating, and copying services.

E3.2.3. Audiovisual. Management of photographic, television, audiovisual, and graphic arts programs, as well as audiovisual services provided directly to a Major DoD Headquarters Activity.

E3.2.4. Audit. Management of audit programs, including the development and establishment of audit objectives, policies, plans, and standards.

E3.2.5. 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.

E3.2.6. 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.

E3.2.7. 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.

E3.2.8. 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.

E3.2.9. 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.

E3.2.10. 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.

E3.2.11. 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.

E3.2.11.1. Accounting and Finance. Development and direction of accounting and finance systems and services.

E3.2.11.2. Budget. Budget formulation, presentation, and execution; funding control and evaluation; budget analysis; and the furnishing of budgetary advice and guidance.

E3.2.11.3. Internal Review. Review of command systems, procedures, and internal control.

E3.2.12. 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.

E3.2.13. 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.

E3.2.14. Inspection and Evaluation. Management of inspection and evaluation programs, including the development and establishment of inspection and evaluation objectives, policies, plans, and standards.

E3.2.15. Intelligence. Management of intelligence collection, analysis, and dissemination programs, as well as intelligence, counterintelligence, and selected security support and services provided directly to a Major DoD Headquarters Activity.

E3.2.16. Legal and Legislative Affairs. Management of legal and legislative programs, as well as legal services provided directly to a Major DoD Headquarters Activity.

E3.2.17. 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.

E3.2.17.1. Supply and Services. Supply programs and service functions, such as clothing sales, mortuary, laundry, dry cleaning, and food services.

E3.2.17.2. Maintenance. Equipment maintenance programs, as well as permanent members of standardization and evaluation teams supporting a Major DoD Headquarters Activity.

E3.2.17.3. Transportation. Military and commercial air, sea, and surface transportation programs, motor vehicle management, and logistic transportation planning and control.

E3.2.17.4. Materiel Management. Logistic support of specified weapon and non-weapon systems, equipment, and commodities from delivery through disposal.

E3.2.17.5. Procurement and Production. Procurement and production management for the acquisition of weapon systems, equipment, materiel, and services.

E3.2.18. 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.

E3.2.19. 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.

E3.2.20. 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.

E3.2.21. Medical Services. Management of medical and healthcare programs and medical services provided directly to a Major DoD Headquarters Activity.

E3.2.22. 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, command and control, and command and control services provided directly to a Major DoD Headquarters Activity.

E3.2.23. 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.

E3.2.24. 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); 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.

E3.2.25. Policy, Plans, and Programming. Formulation, coordination, and development of plans, policies, and programming actions, when these functions are not considered under one of the other headings in this Enclosure.

E3.2.26. Religious Affairs. Management of religious affairs, counseling, and related moral welfare activities.

E3.2.27. Research and Development. Management of basic and developmental research, test, and engineering programs.

E3.2.28. Reserve Affairs. Management of reserve forces programs. National Guard and Reserve officers serving on active duty and performing duties described in Reference (d) are included but shall be separately accounted for by the DoD Components and shall be excluded from their PB-22 Budget Exhibits.

E3.2.29. 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.

E3.2.30. 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.

E3.2.31. Telecommunications. Management of communications programs and electronic-communications services provided directly to a Major DoD Headquarters Activity.

E3.2.32. Training and Education. Management of training and educational programs and related matters, such as educational research, evaluation, and curriculum development and review.

E3.2.33. 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.

E4. ENCLOSURE 4

MAJOR DOD HEADQUARTERS ACTIVITIES

DEFENSE-WIDE COMBATANT HEADQUARTERS ACTIVITIES

~~HQ U.S. Joint Forces Command (USJFCOM)~~

HQ U.S. Central Command (USCENTCOM)

HQ U.S. European Command (USEUCOM)

HQ U.S. Pacific Command (USPACOM)
- HQ U.S. Forces, Japan*
- HQ U.S. Forces, Korea*
- HQ Alaskan Command*

HQ U.S. Southern Command (USSOUTHCOM)

HQ U.S. Northern Command (USNORTHCOM)

HQ U.S. Special Operations Command (USSOCOM)

HQ U.S. Transportation Command (USTRANSCOM)

HQ U.S. Strategic Command (USSTRATCOM)
- *HQ U.S. Cyber Command (USCYBERCOM)*

HQ U.S. Africa Command (USAFRICOM)

* 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
~~USJFCOM~~ *Headquarters Activities*	~~USJFCOM~~ *Headquarters Activities*	~~USJFCOM~~ *Headquarters Activities*
(Army component HQ functions performed by the USA Forces Command listed elsewhere in this Enclosure.)	HQ U.S. Fleet Forces Command (CUSFFC) CUSFFC Sea Duty Component* CUSFFC Manpower Analysis Team* Naval Network Warfare Command* Director, Navy Communications Security Material Systems* HQ Surface Force, Atlantic HQ Submarine Force, Atlantic (SUBLANT) CSUBLANT Neutral Duty Comp* Combat Systems Readiness* HQ Naval Air Force, Atlantic (AIRLANT) CNAL Ship Training Team* CNAIRLNT Comp 12* Naval Meteorology & Oceanography Command* HQ U.S. Marine Corps Forces Command	HQ Air Combat Command (ACC) ACC Air Operations Squadron* ACC Intelligence Squadron* ACC Acquisition Management Integration Center*
USEUCOM	USEUCOM	USEUCOM
HQ U.S. Army Europe* HQ Iceland Defense Force	HQ U.S. Naval Forces, Europe	HQ U.S. Air Forces in Europe

* 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
USCENTCOM	USCENTCOM	USCENTCOM
HQ U.S. Army Central*	HQ U.S. Naval Forces, Central Command	HQ U. S. Air Forces, Central Command /(9th Air Force)
USNORTHCOM	USNORTHCOM	USNORTHCOM
HQ U.S. Army North*		(Component headquarters functions performed by HQ Air Force Space Command listed elsewhere in this Enclosure and 1st Air Force (AFNORTH), an Air National Guard unit.)
USSOUTHCOM	USSOUTHCOM	USSOUTHCOM
HQ U.S. Army South*	HQ U.S. Navy, South (NAVSOUTH) NAVSO Detachment Miami* U.S. Marine Forces South	HQ U.S. Southern Air Force/(12th Air Force)
USSOCOM	USSOCOM	USSOCOM
HQ U.S. Army Special Operations Command	HQ Naval Special Warfare Command	HQ Air Force Special Operations Command

* 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
USPACOM	USPACOM	USPACOM
HQ U.S. Army Pacific*	HQ U.S. Navy, Pacific Fleet (PACFLT)	HQ Pacific Air Forces
HQ Eighth Army	HQ Surface Force, Pacific (SURFPAC)	
HQ U.S. Forces Korea	HQ Submarine Force, Pacific (SUBPAC)	
HQ U.S. Forces Japan	HQ Naval Air Force, Pacific (AIRPAC)	
HQ Alaska Command	Naval Surface Force Pacific Fleet Direct Support Naval Security Group Operations	
	COMSUBPAC Neutral Duty Comp	
	COMNAVSURPAC Defense Service Naval Security Group*	
	COMPACFLT Security Group*	
	COMPACFLT Manpower Field Office (San Diego)	
	COMPACFLT Manpower Field Office (Pearl Harbor)	
	COMNAVAIRPAC Neutral Duty Comp	
	CPF Motor Pool/Boathouse	
	HQ Marine Forces, Pacific	

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MAJOR MILITARY DEPARTMENT HEADQUARTERS
MILITARY DEPARTMENT COMBATANT HEADQUARTERS ACTIVITIES

Department of the Army	Department of the Navy	Department of the Air Force
USTRANSCOM	USTRANSCOM	USTRANSCOM
HQ Military Surface Deployment and Distribution Command	HQ Military Sealift Command	HQ Air Mobility Command (AMC) AMC Installations & Missions Support Squadron* AMC Air Operations Squadron* AMC Air Intelligence Squadron*
USSTRATCOM	USSTRATCOM	USSTRATCOM
HQ U.S. Army Space & Missile Defense Command/Army Strategic Command	HQ Naval Space Command (Navy component HQ functions performed by Naval Network Warfare Command (functional component commander for space issues only) listed elsewhere in this Enclosure.) (Navy component HQ functions performed by U.S. Fleet Forces Command) and U.S. Navy Pacific Fleet listed elsewhere in this Enclosure.)	HQ Air Force Space Command (AFSPC) AFSPC Computer Systems Squadron* (Air Force component HQ functions performed by Air Combat Command listed elsewhere in this Enclosure.) *HQ U.S. Cyber Command*
USAFRICOM	USAFRICOM	USAFRICOM
HQ U.S. Army Africa* (Tentative activation in FY08/09)		

* 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	Defense Advanced Research Projects Agency	Defense Media Activity
Chairman of the Joint Chiefs of Staff	~~Defense Business Transformation Agency~~	Defense Prisoner of War/Missing in Action Office
Joint Staff	Defense Commissary Agency	Defense Technical Information Center
Joint Integrated Air and Missile Defense Organization	Defense Contract Audit Agency	Defense Technology Security Administration
Joint Requirements Office for Chemical, Biological, Radiological, and Nuclear Defense	Defense Contract Management Agency	Department of Defense Education Activity
	Defense Finance and Accounting Service	DoD Human Resources Activity
	Defense Information Systems Agency	DoD Test Resource Management Center
	Defense Intelligence Agency	Office of Economic Adjustment
	Defense Legal Services Agency	TRICARE Management Activity
	Defense Logistics Agency	Washington Headquarters Services
	Defense Security Cooperation Agency	
	Defense Security Service	Office of the Inspector General, DoD
	Defense Threat Reduction Agency	
	Missile Defense Agency	
	National Geospatial-Intelligence Agency	
	National Reconnaissance Office	
	National Security Agency/Central Security Service	
	Pentagon Force Protection Agency	

* Personnel performing Major Headquarters Activities functions only.

MILITARY DEPARTMENT MANAGEMENT HEADQUARTERS ACTIVITIES

Department of the Army

Departmental Activities

Army Secretariat
- U.S. Army Finance Command
- EEO & Civil Rights Agency
- U.S. Army Manpower Analysis Agency
- U.S. Army Civilian Personnel Field Agency*
- U.S. Army Inspector General Agency*
- U.S. Army Audit Agency*
- Information Technology Agency*
- Services and Operations Agency*
- Resources and Programs Agency*

Army Staff
- U.S. Army Operations and Plans Support Group*
- U.S. Army Force Management Support Agency
- U.S. Army Installation Support Management Agency*
- Human Resources Command*

Department of the Navy

Departmental Activities

Navy Secretariat
Office Chief of Naval Operations (OPNAV)
HQ Marine Corps

Department of the Air Force

Departmental Activities

Air Force Secretariat
Air Staff
AF Command and Control & Intelligence, Surveillance and Reconnaissance Center*

* Personnel performing Major Headquarters Activities functions only.

MILITARY DEPARTMENT MANAGEMENT HEADQUARTERS ACTIVITIES

Department of the Army	Department of the Navy	Department of the Air Force
Departmental Support Activities	Departmental Support Activities	Departmental Support Activities
U.S. Army Command & Control Support Agency U.S. Army Environmental Policy Institute U.S. Army Center for Army Analysis	Office of Civilian Human Resources 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 Chief of Naval Personnel* HQ Marine Corps Support Activity Marine Corps Combat Development Command	HQ USAF Direct Support Elements AF District of Washington* AF Cost Analysis Agency* AF Inspection Agency* AF Personnel Center* AF Services Agency* AF Personnel Operations Agency* AF Civil Engineer Support Agency* AF Legal Operations Agency* Air Force Wide Support Elements* AF Flight Standards Agency* AF Manpower Agency* AF Audit Agency* AF Command and Control & Intelligence, Surveillance and Reconnaissance Center* (Some Departmental Support Activities also perform functions in support of the Air Force Secretariat and Air Staff departmental functions.)
Readiness & Reserve Forces	Readiness & Reserve Forces	Readiness & Reserve Forces
HQ U.S. Army Forces Command HQ U.S. Army Reserve Command HQ U.S. Army National Guard Readiness Center*	HQ Navy Reserve Force Navy Air Force Reserve Navy Reserve Forces Command HQ Marine Forces Reserves	HQ Air Force Reserve Command AF National Guard Readiness Center*
Training	Training	Training
HQ U.S. Army Training & Doctrine Command	HQ Naval Education & Training Command	HQ Air Education & Training Command

* Personnel performing Major Headquarters Activities functions only.

MILITARY DEPARTMENT MANAGEMENT HEADQUARTERS ACTIVITIES

Department of the Army	Department of the Navy	Department of the Air Force
<u>Acquisition, Supply & Logistics</u>	<u>Acquisition, Supply & Logistics</u>	<u>Acquisition, Supply & Logistics</u>
HQ Army Materiel Command Intelligence & Technology Security Activity HQ U.S. Army Acquisition Support Center HQ U.S. Army Program Executive Offices* HQ U.S. Army Contracting Agency U.S. Army Test & Evaluation Command	HQ Office Chief of Naval Research* HQ Naval Air Systems Command (NAVAIR)* HQ Naval Facilities Engineering Command* HQ Naval Sea Systems Command* HQ Naval Supply Systems Command* HQ Space and Naval Warfare Systems Command* Commander, Navy Installations Command* Program Executive Offices* MC Direct Reporting Program Manager	HQ Air Force Materiel Command (AFMC) AFMC Law Office* AFMC Operations Office* AFMC Logistics Support Office* AFMC Civil Engineer Office* Air Force Program Executive Office
<u>Weather Service</u>	<u>Weather Service</u>	<u>Weather Service</u>
(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 in this Enclosure.)	(Weather services management functions performed by U.S. Navy, U.S. Fleet Forces Command listed elsewhere in this Enclosure.)	Air Force Weather Agency* (Departmental and component management functions performed by the Air Staff and Major Command Headquarters and elements listed elsewhere in this Enclosure.)
<u>Recruiting</u>	<u>Recruiting</u>	<u>Recruiting</u>
(Recruiting management functions performed by HQ USA Training and Doctrine Command listed elsewhere in this Enclosure.)	(Recruiting management functions performed by the OPNAV staff listed elsewhere in this Enclosure.)	(Recruiting management functions performed by the Air Staff and the HQ Air Education and Training Command listed elsewhere in this Enclosure.)

* Personnel performing Major Headquarters Activities functions only.

MILITARY DEPARTMENT MANAGEMENT HEADQUARTERS ACTIVITIES

Department of the Army	Department of the Navy	Department of the Air Force
<u>Communications & Information Management</u>	<u>Communications & Information Management</u>	<u>Communications & Information Management</u>
HQ U.S. Army Network Enterprise Technology Command/9th Signal Command (Army)*	(Navy component headquarters functions performed by Naval Network Warfare Command listed elsewhere in this Enclosure.)	AF Communications Agency* (Departmental and component management functions performed by the Air Staff and Major Command Headquarters and elements listed elsewhere in this Enclosure.)
<u>Intelligence, Investigations & Security</u>	<u>Intelligence, Investigations & Security</u>	<u>Intelligence, Investigations & Security</u>
HQ U.S. Army Intelligence & Security Command (INSCOM)* U.S. Army INSCOM Mission Support Command HQ U.S. Army Criminal Investigation Command	HQ Office of Naval Intelligence* (Counterintelligence management functions performed by the OPNAV Staff listed elsewhere in this Enclosure.) (Criminal investigation management functions performed by the Naval Criminal Investigative Service listed elsewhere in this Enclosure.) (Information Operations functions performed by Naval Network Warfare Command listed elsewhere in this Enclosure.)	AF Security Forces Center* AF Office of Special Investigations* AF Intelligence, Surveillance & Reconnaissance Agency* Air Intelligence, Surveillance & Reconnaissance Agency Elements* (Departmental and component management functions performed by the Air Staff and Major Command Headquarters and elements listed elsewhere in this Enclosure.)

* Personnel performing Major Headquarters Activities functions only.

MILITARY DEPARTMENT MANAGEMENT HEADQUARTERS ACTIVITIES

Department of the Army	Department of the Navy	Department of the Air Force
Medical	Medical	Medical
HQ U.S. Army Medical Command	Chief, Bureau of Medicine & Surgery	AF Medical Support Agency* AF Medical Operations Agency* (Departmental and component management functions performed by the Air Staff and Major Command Headquarters and elements listed elsewhere in this Enclosure.)
Other	Other	Other
HQ U.S. Army Military District of Washington* HQ U.S. Army Installation Management Command HQ U.S. Army Corps of Engineers Humphrey Engineer Center Support Activity*		

* Personnel performing Major Headquarters Activities functions only.