We live in a world in which strength on the part of peace-loving nations is still the greatest deterrent to aggression. World stability can be destroyed when nations with great responsibilities neglect to maintain the means of discharging those responsibilities.

—President Harry Truman

It's not the strength of our arms or the power of our technology that gives the United States our military dominance—it's our people.

—President Barack Obama

Organization for National Security

The Commander in Chief. The President of the United States is, by provision of the Constitution, commander in chief of the armed forces. The National Security Council (NSC), the President's Intelligence Advisory Board and Intelligence Oversight Board, and the White House Military Office (WHMO) are among the government entities within the Executive Office of the President.

The National Command Authorities (NCA). The NCA consists of the President and the Secretary of Defense, who have the sole authority for making certain types of defense-related decisions. The combatant commanders (COCOMs) of the operational forces report to the NCA.

The National Security Council (NSC). Established by the National Security Act of 1947 and modified by the Goldwater-Nichols Department of Defense Reorganization Act of 1986, the NSC is chaired by the President and has as statutory members the Vice President, Secretary of State, and Secretary of Defense. Other regular attendees include the Secretary of the Treasury, the Assistant to the President for National Security Affairs, the Chief of Staff to the President, Counsel to the President, and the Assistant to the President for Economic Policy. The Director of National Intelligence (DNI) and Chairman of the Joint Chiefs of Staff
(JCS) are statutory advisers to the NSC. The National Security Act provides that the secretaries and undersecretaries of the other executive departments and of the military departments may serve as members of the NSC, when appointed by the President with the advice and consent of the Senate. A civilian executive secretary, appointed by the President, heads the NSC staff. The staff includes officers and civilian officials from the departments of State and Defense and the four military services. The secretariat conducts the routine business of the NSC.

The NSC advises the President on domestic, foreign, and military policies and on problems relating to national security, so as to enable the military services and other departments and agencies of the government to cooperate more effectively in matters involving national security. The duties of the NSC are to assess and appraise the objectives, commitments, and risks of the United States in relation to the actual and potential military power of the nation, to consider policies of common interest to departments and agencies of the government concerned with national security, and to make recommendations to the President on subjects that may affect the national policy of the government.

The Office of the Director of National Intelligence (ODNI). The Intelligence Reform and Terrorism Prevention Act of 2004 established this office to oversee the U.S. intelligence community (IC), which consists of the Central Intelligence Agency (CIA), Defense Intelligence Agency (DIA), Federal Bureau of Investigation (FBI), National Geospatial-Intelligence Agency (NGA), National Reconnaissance Office (NRO), National Security Agency (NSA); offices in the departments of Justice, Energy, Homeland Security, State, and Treasury; and the service components of the Air Force, Army, Coast Guard, Marine Corps, and Navy. A Director of National Intelligence (DNI), appointed by the President with the advice and consent of the Senate, administers the office.

The DNI coordinates intelligence activities of the government. The DNI advises the NSC concerning the intelligence activities of the government that relate to national security; makes recommendations to the NSC for coordination of these intelligence activities; correlates and evaluates intelligence; disseminates such intelligence within the government, using existing agencies where appropriate; and performs additional intelligence services that the NSC determines.

The Department of Defense

Mission. The Department of Defense (DoD) was established following World War II to unify the military departments under a single cabinet-level secretary. The National Security Act of 1947 marked the beginning of the modern military organization. The act created the National Military Establishment (renamed DoD by
a 1949 amendment) and established civilian secretaries for the departments of
the Navy, Army, and newly created Air Force. The DoD is responsible for provid­
ing the military forces needed to deter war and protect the security of the United
States. The organization of the DoD is shown in figure 11-1.

The Secretary of Defense (SECDEF). The SECDEF is the principal assis­
tant to the President in all matters relating to the DoD. The Secretary is a civilian
appointed by the President with the advice and consent of the Senate. Under the
President, and subject to the provisions of the National Security Act, the Secretary
exercises control over the department.

clarified the Secretary's position in the operational chain of command, which runs
from the President (as commander in chief) through the Secretary directly to the
combatant commanders.

Office of the Secretary of Defense (OSD). Various agencies, offices, and positions
created under the National Security Act, together with certain other agencies that
assist the Secretary of Defense, are referred to as OSD. They constitute the primary
staff of the Secretary. The principal members of this staff serve as advisers to the
Secretary and Deputy Secretary in the areas described below.

- The Deputy Secretary of Defense acts on all matters in the Secretary's
  absence.
- The Under Secretary of Defense for Acquisition, Technology and Logistics is
  responsible for all matters involving acquisition, research and development,
  advanced technology, developmental test and evaluation, production, logistics,
  installation management, military construction, procurement, environ­
  nment security, and nuclear, chemical, and biological matters. The
  Under Secretary is assisted by a Principal Deputy Under Secretary of Defense;
  the Deputy Under Secretary of Defense for Installations and Environment;
  Assistant Secretaries of Defense (ASDs) for Acquisition, Logistics and
  Materiel Readiness, and Nuclear, Chemical and Biological Defense
  Programs; the Executive Director, Defense Science Board; and Directors
  of Acquisition Resources and Analysis, Corrosion Policy and Oversight,
  Defense Procurement and Acquisition Policy, Defense Research and
  Engineering, International Cooperation, Operational Test and Evaluation,
  and Test Resources Management Center.
- The Under Secretary of Defense (Comptroller)/Chief Financial Officer
  (CFO), assisted by a Principal Deputy Under Secretary of Defense is respon­
  sible for budgetary and fiscal matters, DoD program analysis and evalua­
  tion, and general management improvement programs.
Figure 11-1 Department of Defense
The Under Secretary of Defense for Personnel and Readiness oversees readiness, National Guard and Reserve component affairs, health affairs, training, and personnel requirements and management, including equal opportunity, morale, welfare, recreation, dependents' education, and quality-of-life programs. The Under Secretary is assisted by a Principal Deputy Under Secretary of Defense; Deputy Under Secretaries of Defense for Civilian Personnel Policy, Military Community and Family Policy, Military Personnel Policy, Wounded Warrior Care and Transition Policy, and Readiness; Assistant Secretaries of Defense for Health Affairs and Reserve Affairs; and Directors of Defense Human Resources Activity and Requirements and Strategic Integration.

The Under Secretary of Defense for Policy is responsible for the formulation of national security and defense policy and the integration and oversight of DoD policy and plans to achieve national security objectives. The Under Secretary is assisted by Deputy Under Secretaries of Defense for Policy Integration and Strategy, Plans and Forces; and Assistant Secretaries of Defense for International Security Affairs, Asian and Pacific Security Affairs, Homeland Defense and Americas' Security Affairs, Global Strategic Affairs, and Special Operations and Low Intensity Conflict and Interdependent Capabilities.

The Under Secretary of Defense for Intelligence is responsible for achieving and maintaining information superiority through the collection, processing, and dissemination of information, while exploiting or denying an adversary's ability to do the same.

The Assistant Secretary of Defense (Legislative Affairs) is responsible for overseeing DoD relations with the members of Congress.

The Assistant Secretary of Defense (Public Affairs) handles public information, internal information, community relations, information training, and audiovisual matters.

The General Counsel to the Department of Defense serves as chief legal officer of the Department of Defense.

The Assistant to the Secretary of Defense (Intelligence Oversight) is responsible for the independent oversight of all intelligence and counterintelligence activities in the Department of Defense.

The Deputy Chief Management Officer is the principal staff assistant and adviser to the Secretary and Deputy Secretary of Defense for matters relating to the management and improvement of DoD business operations.
• The Director of Administration and Management is responsible for DoD-wide organizational and administrative management matters.
• The Director of Net Assessment develops and coordinates assessments to identify emerging or future threats or opportunities for the United States.

Defense Agencies. The following DoD agencies operate under the control of the Secretary of Defense:

- Missile Defense Agency (MDA)
- Defense Advanced Research Projects Agency (DARPA)
- Defense Commissary Agency (DeCA)
- Defense Contract Audit Agency (DCAA)
- Defense Contract Management Agency (DCMA)
- Defense Finance and Accounting Service (DFAS)
- Defense Information Systems Agency (DISA)
- Defense Intelligence Agency (DIA)
- Defense Legal Services Agency (DLSA)
- Defense Logistics Agency (DLA)
- Defense Security Cooperation Agency (DSCA)
- Defense Security Service (DSS)
- Defense Threat Reduction Agency (DTRA)
- National Imagery and Mapping Agency (NIMA)
- National Security Agency/Central Security Service (NSA)

The National Security Act. The National Security Act of 1947, incorporated into Title 50 of the United States Code and amended several times in subsequent years, is the basic military legislation of the United States.

The policy section of the act reads, "It is the intent of Congress to provide a comprehensive program for the future security of the United States; to provide for the establishment of integrated policies and procedures for the departments, agencies and functions of the Government relating to national security." In so doing, the act provides for

- three military departments, separately administered, for the operation and administration of the Army, the Navy (including the Marine Corps), and the Air Force, with their assigned combatant and service components
- coordination and direction of the three military departments and four services under the Secretary of Defense
• strategic direction of the armed forces, for their operation under unified control, and for the integration of the services into an efficient team of land, naval, and air forces

Unification was accomplished by giving the Secretary of Defense the authority, direction, and virtual military control over the four services. The Secretary also has authority to eliminate duplication in procurement, supply, transportation, storage, health, and research.

At the same time, the law established that there would not be a single uniformed chief of staff over all the armed forces and the general staff, reinforcing the concept of civilian control of the military.

Administrative vs. Operational Chain of Command

Within the organization of the United States military is drawn an important distinction between the administrative and operational chains of command.

Administrative Chain of Command. The administrative chain of command is assigned to recruit, organize, supply, equip, train, service, mobilize, demobilize, administer, and maintain its respective forces. This organization is responsible for providing fully trained and equipped combatant units to the operational commanders. The administrative chain of command, which includes the Secretaries of the Army, Navy, and Air Force as well as the Chiefs of Staff of the Army and Air Force, the Chief of Naval Operations, and the Commandant of the Marine Corps, is not directly involved in the employment of combatant forces.

Operational Chain of Command. This organization is responsible for the employment of forces provided by the administrative chain of command, in order to carry out missions in support of the national defense. The operational chain was further clarified by the Goldwater-Nichols DoD Reorganization Act of 1986, which specified that the operational chain of command runs from the President, through the Secretary of Defense, directly to the COCOMs.

The Joint Chiefs of Staff

History. The authority of the President as commander in chief of the Army and Navy was formerly exercised through the Secretaries of War and Navy. During World War II, the President felt a need for more personal control, and wanted direct access to his military advisers as well as improved coordination between the Army and Navy. He ordered the organization of the JCS, with Admiral William D. Leahy as Chief of Staff to the President. Admiral Leahy became the senior mem-
ber and presiding officer of the JCS. The first members of the JCS were General George C. Marshall, Chief of Staff of the Army, and Admiral Ernest J. King, Chief of Naval Operations (CNO). Lieutenant General H. H. Arnold, Chief of the Army Air Corps, was added as a third member. These four officers, later promoted to five-star rank, conducted U.S. global efforts in World War II.

The original National Security Act of 1947 established the Joint Chiefs of Staff as planners and advisers but excluded them from the operational chain of command. Nevertheless, members of the JCS were allowed to also serve as executive agents for unified commands, in which capacity they were in the operational chain of command. A 1953 amendment to the act withdrew this authority from members of the JCS, and today, as clarified by the Goldwater-Nichols DoD Reorganization Act, the members are clearly outside of the operational chain of command although they do act as advisers to the President and Secretary of Defense.

**Composition and Functions.** The composition and functions of the Joint Chiefs of Staff are outlined in Title 10 of the United States Code. The Joint Chiefs of Staff are headed by the Chairman, who serves as the principal military adviser to the President, the National Security Council, and the Secretary of Defense. In presenting advice, the Chairman consults with the other members of the JCS and presents the full range of military advice and opinions, unless doing so would cause undue delay. The Chairman may transmit communications to the commanders of the combatant commands from the President and Secretary of Defense but does not exercise military command over any combatant forces.

The Goldwater-Nichols DoD Reorganization Act of 1986 created the position of Vice Chairman of the Joint Chiefs of Staff, who performs such duties as the Chairman may prescribe. By law, the Vice Chairman is the second ranking member of the Armed Forces and replaces the Chairman in his or her absence or disability. Although not originally included as a member of the JCS, the National Defense Authorization Act of 1992 made the Vice Chairman a full voting member.

In addition to the Chairman and Vice Chairman, the other members of the JCS are:

- Chief of Staff of the Army
- Chief of Naval Operations
- Chief of Staff of the Air Force
- Commandant of the Marine Corps

The other members of the Joint Chiefs of Staff also serve as military advisers to the President, the National Security Council, and the Secretary of Defense and may present their advice individually or collectively. After first informing the Secretary of Defense, any member of the JCS may make such recommendations to Congress relating to the Department of Defense as are considered appropriate.
The military service chiefs are often said to "wear two hats." As members of the Joint Chiefs of Staff, they offer operational advice to the President, the Secretary of Defense, and the NSC. Under the administrative chain of command, as chiefs of military services they are responsible to the secretaries of their respective departments. Responsibilities as members of the Joint Chiefs of Staff take precedence over their duties as chiefs of military services.

The JCS is supported by the Joint Staff, composed of approximately equal numbers of officers from the Army, the Navy–Marine Corps team, and the Air Force. In practice, the Marines make up about 20 percent of the number of officers allocated to the Department of the Navy. The Joint Staff has no direct operational authority over combatant forces. The Chairman of the Joint Chiefs of Staff, after consultation with other JCS members and with the approval of the Secretary of Defense, selects the Director, Joint Staff, to assist in managing the Joint Staff. By law, the direction of the Joint Staff rests exclusively with the Chairman of the Joint Chiefs of Staff. As the Chairman directs, the Joint Staff also may assist the other JCS members in carrying out their responsibilities.

In the joint arena, a body of senior flag or general officers assists in resolving matters that do not require JCS attention. Each service chief appoints an operations deputy who works with the Director, Joint Staff, to form the subsidiary body known as the Operations Deputies. They meet in sessions chaired by the Director, Joint Staff, to consider issues of lesser importance or to review major issues before they reach the JCS. With the exception of the Director, this body is not part of the Joint Staff. There is also a subsidiary body known as the Deputy Operations Deputies, composed of the Vice Director, Joint Staff, and a two-star flag or general officer appointed by each Service Chief. Issues come before the Deputy Operations Deputies to be settled at their level or forwarded to the Operations Deputies. The Director, Joint Staff, is authorized to review and approve issues when there is no dispute between the services, when the issue does not warrant JCS attention, when the proposed action is in conformance with CJCS policy, or when the issue has not been raised by a member of the Joint Chiefs of Staff. Except for the Vice Director, Joint Staff, the Deputy Operations Deputies are not part of the Joint Staff.

**Strategic Planning.** As principal military adviser to the President, SECDEF, and NSC, the Chairman is responsible for providing strategic planning, direction, and advice on requirements, programs, and budget priorities. These statutory requirements are fulfilled using the Joint Strategic Planning System (JSPS), Joint Requirements Oversight Council (JROC), Joint Capability Board (JCB), and Functional Capability Boards (FCBs).

The JSPS is the means by which the Chairman, in coordination with the other members of the Joint Chiefs of Staff and the combatant commanders, reviews the national security environment and U.S. national security objectives and provides
military advice and strategic guidance. Products of the JSPS include the National Military Strategy, Joint Planning Document, Joint Strategic Capabilities Plan, and Chairman's Program Assessment.

Title 10 directs SECDEF to establish the JROC. The Chairman leads the JROC and the Vice Chairman oversees operations. The JROC identifies, assesses, and prioritizes joint military capabilities to define interoperable joint capabilities that best meet future needs.

The JCB is composed of general or flag officers from each of the services, designated by their respective JROC permanent member and chaired by the Joint Staff, J-8, Director of Force Structure, Resources, and Assessment. The JCB assists the JROC by reviewing and, if appropriate, endorsing proposals prior to their submission to the JROC.

FCBs are established according to functional areas to assist the JCB and JROC. The JROC determines which FCBs will be established, which areas are assigned to each FCB, and the sponsoring organization(s). Chaired by a general or flag officer, FCBs provide assessments and recommendations that enhance capabilities integration, examine joint priorities among existing and future programs, assess program alternatives, minimize duplication of effort, and provide oversight in the management of materiel and non-materiel changes. Currently there are eight FCBs: command and control, battlespace awareness, net-centric operations, force application, focused logistics, protection, force management, and joint training.

**Combatant Commands**

**Structure.** Combatant commands (COCOMs) are composed of forces from across the services, have a broad or continuing mission, and are organized on a geographical basis or by mission. The number of COCOMs is not fixed by law or regulation and so may vary. Figure 11-2 shows the area of responsibility (AOR) for each geographic COCOM.

The ten current COCOMs are:

- U.S. Northern Command (NORTHCOM), established in 2002, provides command and control of homeland defense efforts and coordinates defense support of civil authorities. Located at Peterson Air Force Base, Colorado Springs, Colorado, NORTHCOM's area of responsibility includes the continental United States, Alaska, Canada, Mexico, and the water surrounding these nations, out to approximately five hundred nautical miles, as well as the Gulf of Mexico, the Straits of Florida, and portions of the Caribbean including the Bahamas, Puerto Rico, and the U.S. Virgin Islands. Component commands are:
The Armed Forces of the United States

Joint Force Headquarters National Capital Region
Joint Task Force, Alaska
Joint Task Force, Civil Support
Joint Task Force, North
Standing Joint Force Headquarters
Army North
Air Force North
U.S. Fleet Forces Command

U.S. Pacific Command (PACOM) is the oldest of the unified commands, established in 1947 as an outgrowth of the command structure used during World War II. Located at Camp H. M. Smith, Hawaii, PACOM is responsible for U.S. military activities in an area that reaches from the west coast of United States mainland to the east coast of Africa, and from the Arctic to Antarctic, including the states of Alaska and Hawaii. Subordinate commands include:

- U.S. Pacific Fleet
- U.S. Pacific Air Forces
- U.S. Army, Pacific
- U.S. Marine Corps Forces, Pacific
- U.S. Forces, Korea
- U.S. Forces, Japan
- Alaska Command
- Special Operations Command, Pacific
- Center for Excellence in Disaster Management and Humanitarian Assistance
- Joint Intelligence Operations Center
- Joint POW/MIA Accounting Command
- Asia Pacific Center for Security Studies
- Standing Joint Force Headquarters, Pacific
- Joint Interagency Task Force, West

U.S. Central Command (CENTCOM) is located at MacDill Air Force Base, Tampa, Florida. Established in 1983, CENTCOM's area of responsibility includes twenty countries in the Middle East and Central and South Asia. Component commands include:
Figure 11-2 Geographic Combatant Commanders
- U.S. Army Forces, Central Command
- U.S. Central Command Air Forces
- U.S. Naval Forces, Central Command/U.S. Fifth Fleet
- U.S. Marine Corps Forces, Central Command
- U.S. Special Operations Command, Central

- U.S. European Command (EUCOM), located in Stuttgart, Germany, was established in 1952. EUCOM exercises joint operational command of the U.S. forces in the European theater and serves as NATO's Supreme Allied Commander, Europe. Component commands are:
  - U.S. Army Forces, Europe
  - U.S. Air Forces in Europe
  - U.S. Naval Forces, Europe/U.S. Sixth Fleet
  - U.S. Marine Corps Forces, Europe
  - U.S. Special Operations Command, Europe

- U.S. Africa Command (AFRICOM). Established in 2008 and currently assigned to an interim location at Kelley Barracks in Stuttgart, Germany, AFRICOM's mission is focused on war prevention rather than warfighting. AFRICOM is responsible for U.S. military relations with fifty-three African countries, including the Islands of Cape Verde, Equatorial Guinea, and Sao Tome and Principe, and the Indian Ocean islands of Comoros, Madagascar, Mauritius, and Seychelles. Component commands include:
  - Combined Joint Task Force, Horn of Africa
  - U.S. Army, Africa
  - U.S. Air Forces, Africa
  - U.S. Marine Corps Forces, Africa
  - U.S. Naval Forces, Africa/U.S. Sixth Fleet

- U.S. Southern Command (SOUTHCOM), headquartered in Miami, Florida, is responsible for all U.S. military activities in Central America, South America, and the Caribbean, with emphasis on drug suppression, counterinsurgency, nation assistance, military professionalism, and treaty implementation programs. Three task forces with specific missions are under SOUTHCOM: Joint Task Force, Bravo; Joint Task Force, Guantanamo; and Joint Interagency Task Force, South. SOUTHCOM component commands are:
  - U.S. Army, South
  - 12th U.S. Air Force (Air Forces Southern)
U.S. Naval Forces, Southern Command/ U.S. Fourth Fleet
U.S. Marine Forces, South
Special Operations Command, South

- U.S. Strategic Command (STRATCOM) was established in 1992 to unify
  U.S. strategic forces under a single commander. Located at Offutt Air Force
  Base in Nebraska, STRATCOM is responsible for overseeing nuclear com-
  mand and control mission with responsibility for space operations; global
  strike; Defense Department information operations; global missile defense;
  and global command, control, communications, computers, intelligence,
  surveillance, and reconnaissance (C4ISR). STRATCOM is also responsible
  for combating weapons of mass destruction. Subordinate and component
  commands include:
  - U.S. Cyber Command
  - U.S. Army Forces Strategic Command
  - Fleet Forces Command
  - U.S. Marine Corps Forces, U.S. Strategic Command
  - Air Force Space Command

- U.S. Special Operations Command (SOCOM) was activated in 1987 to
  provide command, control, and training for all special operations forces.
  SOCOM is located at MacDill Air Force Base, Tampa, Florida. SOCOM's
  component commands include:
  - U.S. Army Special Operations Command
  - U.S. Air Force Special Operations Command
  - U.S. Naval Special Warfare Command
  - Marine Corps Forces, Special Operations Command
  - Joint Special Operations Command
  - John F. Kennedy Special Warfare Center and School
  - U.S. Air Force Special Operations School
  - U.S. Naval Special Warfare Center

- U.S. Joint Forces Command (JFCOM)*, headquartered in Norfolk, Virginia,
  oversees joint concept development and experimentation, joint training,
  and joint capabilities development and acts as a joint force provider for
  forces within the continental United States. Component commands are:
  - Army Forces Command
  - Marine Forces Command

*The Secretary of Defense has proposed closing JFCOM; the closure could happen as early as 2011.
— U.S. Fleet Forces Command
— Air Combat Command

• U.S. Transportation Command (TRANSCOM), located at Scott Air Force Base, Illinois, is responsible for rapidly moving U.S. troops, equipment, and supplies by land, sea, or air to or from any place in the world whenever necessary. Component commands are:
— U.S. Air Force Air Mobility Command
— U.S. Army Military Surface Deployment and Distribution Command
— U.S. Navy Military Sealift Command

The Department of the Army

Mission. The Department of the Army is charged with providing support for national and international policy and the security of the United States by planning, directing, and reviewing the military and civil operations of the Army establishment.

The U.S. Army includes land-combat and service forces; of the four services, the Army has a primary interest in all operations on land.

Functions of the Department of the Army. The functions of the Army, as set forth in DoD Directive 5100.1 of 1 August 2002, are as follows:

(1) The Army, within the Department of the Army, includes land combat and service forces and any organic aviation, space forces, and water transport assigned. The Army is responsible for the preparation of land forces necessary for the effective prosecution of war and military operations short of war, except as otherwise assigned and, in accordance with integrated joint mobilization plans, for the expansion of the peacetime components of the Army to meet the needs of war.

(2) The primary functions of the Army are:

(a) To organize, train, and equip forces for the conduct of prompt and sustained combat operations on land—specifically, forces to defeat enemy land forces and to seize, occupy, and defend land areas.

(b) To organize, train, equip, and provide forces for appropriate air and missile defense and space operations unique to the Army, including the provision of forces as required for the strategic defense of the United States, in accordance with joint doctrines.

(c) To organize, equip, and provide Army forces, in coordination with the other Military Services, for joint amphibious, airborne, and space oper-
ations and to provide for the training of such forces, in accordance with joint doctrines. Specifically, the Army shall:

1. Develop, in coordination with the other Military Services, doctrines, tactics, techniques, and equipment of interest to the Army for amphibious operations and not provided for elsewhere.

2. Develop, in coordination with the other Military Services, the doctrines, procedures, and equipment employed by Army and Marine Corps forces in airborne operations. The Army shall have primary responsibility for developing those airborne doctrines, procedures, and equipment that are of common interest to the Army and the Marine Corps.

3. Develop, in coordination with the other Military Services, Army doctrines, procedures, and equipment employed by Army forces in the conduct of space operations.

(d) To organize, train, equip, and provide forces for the support and conduct of special operations.

(e) To provide equipment, forces, procedures, and doctrine necessary for the effective prosecution of operations and, as directed, support of other forces.

A squad of soldiers work in a computer lab at an NCO Academy Warrior Leaders Course.
(f) To organize, train, equip, and provide forces for the support and conduct of psychological operations.

(g) To provide forces for the occupation of territories abroad, including initial establishment of military government pending transfer of this responsibility to other authority.

(h) To develop doctrines and procedures, in coordination with the other Military Services, for organizing, equipping, training, and employing forces operating on land, except that the development of doctrines and procedures for organizing, equipping, training, and employing Marine Corps units for amphibious operations shall be a function of the Marine Corps coordinating, as required, with the other Military Services.

(i) To organize, train, equip, and provide forces, as directed, to operate land lines of communication.

(j) To conduct the following activities:

1. Functions relating to the management and operation of the Panama Canal, as assigned by the Secretary or Deputy Secretary of Defense.

2. The authorized civil works program, including projects for improvement of navigation, flood control, beach erosion control, and other water resource developments in the United States, its territories, and its possessions.

3. Certain other civil activities prescribed by law.

(3) A collateral function of the Army is to train forces to interdict enemy sea and air power and communications through operations on or from land.

(4) Army responsibilities in support of space operations include the following:

(a) To organize, train, equip, and provide Army forces to support space operations.

(b) To develop, in coordination with the other Military Services, tactics, techniques, and equipment employed by Army forces for use in space operations.

(c) To conduct individual and unit training of Army space operations forces.

(d) To participate with other Services in joint space operations, training, and exercises as mutually agreed to by the Services concerned, or as directed by competent authority.

(e) To provide forces for space support operations for the Department of Defense when directed.
(5) Other responsibilities of the Army. With respect to close air support of ground forces, the Army has specific responsibility for the following:

(a) To provide, in accordance with inter-Service agreements, communications, personnel, and equipment employed by Army forces.
(b) To conduct individual and unit training of Army forces.
(c) To develop equipment, tactics, and techniques employed by Army forces.

Department of the Army Structure. The Secretary of the Army is responsible to the Secretary of Defense for overseeing the administrative chain of command of the department (i.e., organizing, training, and equipping a strategic land combat force).

The Secretary of the Army is assisted by five assistant secretaries, as follows:

1. Assistant Secretary of the Army for Acquisition, Logistics and Technology serves as the Army Acquisition Executive, the Senior Procurement Executive, the Science Adviser to the Secretary, and as the senior research and development official for the Department of the Army.
2. Assistant Secretary of the Army for Civil Works supervises Army functions for conservation, development, and management of national water resources for flood control, navigation, and the environment, and directs the foreign activities of the Corps of Engineers.
3. Assistant Secretary of the Army for Financial Management and Comptroller directs and manages the department's financial management activities.
4. Assistant Secretary of the Army for Installations and Environment determines long-range strategic direction and policy for Army installations and oversees installations, logistics, environment, and safety programs.
5. Assistant Secretary of the Army for Manpower and Reserve Affairs exercises overall supervision of manpower within the Army and oversees all personnel policies.

The Chief of Staff of the Army, in addition to serving as a member of the JCS, is the primary military adviser to the Secretary of the Army and is responsible for planning, developing, executing, reviewing, and analyzing Army programs. The Chief of Staff is assisted by the following officers:

- Deputy Chief of Staff, Personnel (G1) manages and executes manpower and personnel plans, programs, and policies across all Army components.
- Deputy Chief of Staff, Intelligence (G2) is responsible for policy formulation, planning, programming, budgeting, management, staff supervision,
evaluation, and oversight for intelligence activities for the Department of
the Army.

- Deputy Chief of Staff, Operations, Plans and Training (G3/5/7) is respon-
sible for training, operations and plans, and force development and mod-
erization.

- Deputy Chief of Staff, Logistics (G4) provides and oversees integrated logis-
tics policies, programs, and plans.

- Army Chief Information Officer (G6) is responsible for delivering timely,
trusted, and shared information.

- Deputy Chief of Staff, Resource Management (G8) matches available
resources to the defense strategy and the Army plan.

Organization of the Army. The Army is organized into four general communi-
ties: combat arms, combat support arms, combat service support arms, and special
branches.

Combat arms are the branches of the Army that directly engage in combat.
They are:

- Air defense artillery
- Armor
- Aviation
- Engineer
- Field artillery
- Infantry
- Special Forces

Combat support arms provides operational assistance to include:

- Chemical
- Civil affairs
- Military intelligence
- Military police
- Signal corps

Combat service support arms are not directly involved in combat. These
branches provide logistics, personnel, and administrative functions and include:

- Adjutant general
- Finance
- Ordnance
The Armed Forces of the United States 147

Special branches include:
- Judge Advocate General’s corps
- Chaplain corps
- Medical corps
- Dental corps
- Veterinary corps
- Army medical specialists
- Army nurse corps
- Medical service corps

General Structuring of Army Forces. In the field, the Army is divided into armies made up of corps and divisions, all of which contain a balance of combat arms, combat support arms, and combat service support arms to make them effective and independent. The units of the Army, from the lowest echelon up, are as follows:

- A squad/section is the lowest level of organization that acts independently. It consists of nine to twelve soldiers, led by a noncommissioned officer, normally a staff sergeant (E-6).
- A platoon consists of two to four squads (16–50 soldiers), led by a lieutenant (O-1/O-2).
- A company consists of three to five platoons (60–200 soldiers) and is normally led by a captain (O-3).
- A battalion consists of four to six companies (400–1,000 soldiers) and is led by a lieutenant colonel (O-5). A battalion is normally organized around a single major weapon system or capability. It is self-sufficient and capable of independent operations for twenty-four to thirty-six hours.
- A brigade consists of two to three battalions of different types (3,000–5,000 soldiers) and is commanded by a colonel (O-6). When organized for combat, a brigade includes artillery, engineers, and support units and is termed a Brigade Combat Team (BCT). A BCT can operate independently for ninety-six hours.
- A division consists of multiple brigades (10,000–18,000 soldiers) and is normally led by a major general (O-8). Divisions are numbered and assigned missions including infantry, airborne, air assault, light or mechanized infantry, or armored, based on their structure. Divisions can operate independently for extended periods.
• A corps consists of two or more divisions (30,000–100,000 soldiers) and is led by a lieutenant general (O-9). A corps is the lowest unit capable of conducting an independent ground campaign.

• An army consists of two or more corps (100,000+ soldiers) and is led by a lieutenant general (O-9) or general (O-10). An army may be a theater army, the army component of a unified command; a field army, constituted from existing assets and structured to meet specific operational requirements; or an army group, formed to control the operations of two or more armies.

Army Roles. The Army has over 255,000 soldiers and more than 18,500 civilians stationed in nearly eighty countries. Current Army roles include:

• Conduct counterinsurgency operations
• Conduct security force assistance to build the capacity of partner nations
• Provide support to civil authorities in the United States and abroad
• Deter and defeat hybrid threats and hostile state actors that threaten U.S. national security

Army Reserve and National Guard. There are two types of Army reserve forces: the Army Reserve and the Army National Guard. In recent years, the demand for Army forces in Iraq, Afghanistan, and other locations has exceeded the active Army's capabilities, demanding integration of the Army Reserve and Army National Guard into the operational force.

As of 2009 there were approximately 206,000 Army Reserve personnel, primarily concentrated in combat-support and combat service-support roles.

Each state and U.S. territory has its own National Guard unit, consisting of both active-duty and reserve members. As of 2009 there were approximately 358,000 National Guard personnel assigned to roles in combat (infantry, artillery, armor, aviation, air defense); combat support (engineer, chemical, military police, signal, military intelligence, civil affairs); and combat service support (finance, public affairs, personnel, supply, maintenance, and transportation).

Army Commissioning Programs. The Army relies on three separate programs to produce most of its officer accessions: ROTC, the U.S. Military Academy, and OCS. ROTC provides about 40 percent of the Army's officers and is offered at over one thousand colleges and universities nationwide. The U.S. Military Academy, in West Point, New York, was established in 1802 for the purpose of training commissioned officers. The academy's four-year curriculum combines military science and other subjects, and commissions 20 percent of the Army's new second lieutenants. OCS, at the U.S. Army Infantry Center, Fort Benning, Georgia, is a twelve-week
program of intense instruction for previous college graduates that commissions 40 percent of the Army's new officers each year.

**The Department of the Air Force**

*Mission.* The Department of the Air Force and the U.S. Air Force were established in 1947 by the National Security Act, which severed the Air Force from the Army. The Air Force includes air combat, missile, and service forces. It is organized, trained, and equipped for prompt and sustained offensive and defensive combat operations in the air. The mission of the Air Force is to defend the United States through control and exploitation of air and space.

*Functions of the Department of the Air Force.* The functions of the Air Force, as set forth in DoD Directive 5100.1 of 25 September 1987 are as follows:

(1) The Air Force, within the Department of the Air Force, includes aviation and space forces, both combat and service, not otherwise assigned. The Air Force is responsible for the preparation of the air and space forces necessary for the effective prosecution of war and military operations short of war, except as otherwise assigned and, according to integrated joint mobilization plans, for the expansion of the peacetime components of the Air Force to meet the needs of war.

(2) The primary functions of the Air Force include the following:

(a) To organize, train, equip, and provide forces for the conduct of prompt and sustained offensive and defensive combat operations in the air and space—specifically, forces to defend the United States against air and space attack in accordance with doctrines established by the JCS, gain and maintain general air and space supremacy, defeat enemy air and space forces, conduct space operations, control vital air areas, and establish local air and space superiority except as otherwise assigned herein.

(b) To organize, train, equip, and provide forces for appropriate air and missile defense and space control operations, including the provision of forces as required for the strategic defense of the United States, in accordance with joint doctrines.

(c) To organize, train, equip, and provide forces for strategic air and missile warfare.

(d) To organize, equip, and provide forces for joint amphibious, space, and airborne operations, in coordination with the other Military Services, and to provide for their training in accordance with joint doctrines.
(e) To organize, train, equip, and provide forces for close air support and air logistic support to the Army and other forces, as directed, including airlift, air and space support, resupply of airborne operations, aerial photography, tactical air reconnaissance, and air interdiction of enemy land forces and communications.

(f) To organize, train, equip, and provide forces for air transport for the Armed Forces, except as otherwise assigned.

(g) To develop, in coordination with the other Services, doctrines, procedures, and equipment for air and space defense from land areas, including the United States.

(h) To organize, train, equip, and provide forces to furnish aerial imagery for use by the Army and other agencies as directed, including aerial imagery for cartographic purposes.

(i) To develop, in coordination with the other Services, tactics, techniques, and equipment of interest to the Air Force for amphibious operations and not provided for elsewhere.

(j) To develop, in coordination with the other Services, doctrines, procedures, and equipment employed by Air Force forces in airborne operations.

(k) To provide launch and space support for the Department of Defense, except as otherwise assigned.

(l) To develop, in coordination with the other Services, doctrines, procedures, and equipment employed by Air Force forces in the conduct of space operations.

(m) To organize, train, equip, and provide land-based tanker forces for the in-flight refueling support of strategic operations and deployments of aircraft of the Armed Forces and Air Force tactical operations, except as otherwise assigned.

(n) To organize, train, equip, and provide forces, as directed to operate air and space lines of communications.

(o) To organize, train, equip, and provide forces for the support and conduct of special operations.

(p) To organize, train, equip, and provide forces for the support and conduct of psychological operations.

(q) To provide equipment, forces, procedures, and doctrine necessary for the effective prosecution of electronic warfare operations and, as directed, support of other forces.
(3) Collateral functions of the Air Force include the following:

(a) Surface sea surveillance and anti-surface ship warfare through air and space operations.

(b) Antisubmarine warfare and anti-air warfare operations to protect sea lines of communications.

(c) Aerial mine-laying operations.

(d) Air-to-air refueling in support of naval campaigns.

(4) Other responsibilities of the Air Force include:

(a) With respect to amphibious operations, the Air Force shall develop, in coordination with the other Services, tactics, techniques, and equipment of interest to the Air Force and not provided for by the Navy and Marine Corps.

(b) With respect to airborne operations, the Air Force has specific responsibility:

1. To provide Air Force forces for the air movement of troops, supplies, and equipment in joint airborne operations, including parachuted and aircraft landings.

2. To develop tactics and techniques employed by Air Force forces in the air movement of troops, supplies, and equipment.

(c) With respect to close air support of ground forces, the Air Force has specific responsibility for developing, in coordination with the other Services, doctrines and procedures, except as provided for in Navy responsibilities for amphibious operations and in responsibilities for the Marine Corps.

Department of the Air Force Structure. The Secretary of the Air Force is responsible to the Secretary of Defense for overseeing the administrative chain of command of the department.

Principal assistants to the Secretary of the Air Force are as follows:

- The Under Secretary of the Air Force is responsible for all actions of the Air Force on behalf of the Secretary of the Air Force and is acting Secretary in the Secretary's absence.

- The Assistant Secretary for Acquisition is responsible for all Air Force research, development and non-space acquisition activities and provides direction, guidance, and supervision of all matters pertaining to the formulation, review, approval, and execution of acquisition plans, policies, and programs.
• The Assistant Secretary for Manpower, Reserve Affairs, provides overall supervision of manpower, military and civilian personnel, Reserve component affairs, and readiness support for the Department of the Air Force.

• The Assistant Secretary for Installations, Environment, and Logistics is responsible for the management and policy of all matters pertaining to the formulation, review, and execution of plans and programs for Air Force military and civilian personnel, Air Force Reserve and Air National Guard forces, installations, and the environment.

• The Assistant Secretary for Financial Management and Comptroller serves as the Air Force's Chief Financial Officer and principal adviser to the Secretary of the Air Force on all financial matters.

The Office of the Secretary of the Air Force also includes a general counsel, auditor general, inspector general, administrative assistant, public affairs director, legislative liaison, director of small business programs, warfighting integration and chief information officer, and various statutory boards and committees.

The Chief of Staff, U.S. Air Force, is appointed by the President, with the consent of the Senate, from among Air Force general officers—normally for a four-year term. The Chief of Staff serves as a member of the JCS and the Armed Forces Policy Council. In the JCS capacity, the chief is one of the military advisers to the President, the National Security Council, and the Secretary of Defense as well as the principal adviser to the Secretary of the Air Force on Air Force activities.

The Chief of Staff presides over the Air Staff, transmits Air Staff plans and recommendations to the Secretary of the Air Force, and acts as the Secretary's agent in carrying them out. The Chief is responsible for the efficiency of the Air Force and the preparation of its forces for military operations; supervises the administration of Air Force personnel assigned to COCOMs; and supervises support of these forces assigned by the Air Force as directed by the SECDEF.

The Chief of Staff has the following principal assistants:

• Vice Chief of Staff
• Assistant Vice Chief of Staff
• Deputy Chief of Staff for Manpower and Personnel
• Deputy Chief of Staff for Operations, Plans, and Requirements
• Deputy Chief of Staff for Logistics, Installations, and Mission Support
• Deputy Chief of Staff for Strategic Plans and Programs
• Deputy Chief of Staff for Intelligence, Surveillance, and Reconnaissance
• Assistant Chief of Staff for Strategic Deterrence and Nuclear Integration
Additional members of the Air Staff include the Chief Master Sergeant of the Air Force, Chief of Safety, Judge Advocate General, Director of Test and Evaluation, Surgeon General, Air Force Historian, Chief Scientist, Chief of the Air Force Reserve, Chief of the National Guard Bureau, Chief of Chaplain Service, and Director of Analyses, Assessments, and Lessons Learned.

Organization of the Air Force. The Air and Space Expeditionary Force (AEF) concept was designed to permit the Air Force to provide a source of ready operational and support forces for expeditionary operations. Deployed AEF forces fall in on existing in-theater command structures—normally, Numbered Air Forces (NAFs) to form Air and Space Expeditionary Task Forces (AETFs). AETFs are
task-organized, integrated packages of varying sizes, providing a scalable, tailor­able organization under the authority of a single commander. The AETF commander is called the Commander, Air Forces (COMAFFOR), whose rank ranges from lieutenant colonel to lieutenant general, depending on the size of the force.

In descending order of command, elements of the Air Force include major commands, numbered air forces, wings, groups, squadrons, and flights.

Air Force Major Commands. There are eleven major commands in the Air Force:

- The Air Combat Command organizes, trains, and equips nuclear capable forces for the U.S. Strategic Command and theater air combat forces for the geographic U.S. combatant commands.
- The Air Education and Training Command conducts recruiting and training programs, including basic military training, officer training, advanced training, and technical training.
- The Air Mobility Command provides forces for airlift and sustainment of U.S. armed forces, and for humanitarian missions.
- The Air Force Material Command conducts research and development of weapons systems (and was created by the merger of the Air Force Logistics Command and the Air Force Systems Command).
- Air Forces in Europe is the air component of U.S. European Command.
- Pacific Air Forces is the air component of U.S. Pacific Command.
- The Air Force Space Command utilizes space to provide support for combat forces and is responsible for the Air Force's ICBM forces.
- The Air Force Special Operations Command provides Air Force special operations forces for worldwide deployment and assignment to regional combatant commands.
- The Air Force Global Strike Command is responsible for ICBM forces and dual mission-capable bomber forces.
- The Air Force Reserve Command commands the reserve component of the Air Force. The Reserve Associate Program trains Reserve aircrews and maintenance personnel to fly and maintain more than three hundred active-duty aircraft, including the C-5, C-9, C-17, C-40, E-3A, F-16C, F-22, KC-10, T-1, T-37, T-38, and AT-38. The Air Force Reserve Command also supports space, flight test, special operations, aerial port operations, civil engineer, security forces, intelligence, military training, communications, mobility support, transportation, and services missions.
- The Air National Guard trains and equips units available for prompt mobil­ization during war and national emergencies (e.g., natural disasters or civil
disturbances). During peacetime, the combat-ready units/support units are assigned to most Air Force major commands to carry out missions compatible with training, mobilization readiness, and contingency operations.

In addition to the major commands, twenty-one field operating agencies and four direct reporting units report to Headquarters, U.S. Air Force. Field agencies are assigned specialized missions such as modeling and simulation, logistics, communications, reserve administration, civil engineering, and personnel. Direct reporting units are the 11th Wing in Washington, D.C.; Headquarters Air Force Doctrine Center; Air Force Operational Test and Evaluation Center; and the U.S. Air Force Academy.

Core Competencies. Air Force Basic Doctrine identifies three core competencies:

- Developing Airmen. Recognizing that the ultimate source of Air Force combat capability is its professional airmen and civilian workforce, the Air Force is committed to providing them with quality education, training, and professional development.
- Technology-to-Warfighting. The competency includes innovation to guide research; development; and fielding of air and space; and intelligence, surveillance, and reconnaissance technologies.
- Integrating Operations. This third competency employs innovative operational concepts and the efficient integration of all military systems—air, land, maritime, space, and information—to ensure maximum flexibility in the delivery of desired effects across the spectrum of conflict.

Distinctive Capabilities. Air Force Basic Doctrine identifies the following functions that are best accomplished by air and space forces, or that achieve the most benefit when performed by air and space forces:

- Air and space superiority to secure freedom of action for friendly forces provides freedom to attack as well as freedom from attack.
- Information superiority is the ability to collect, control, exploit, and defend information while denying an adversary the ability to do the same.
- Global attack is the ability to attack rapidly and persistently with a wide range of munitions anywhere on the globe at any time.
- Precision engagement is the ability to command, control, and employ forces to cause specific strategic, operational, or tactical effects.
- Rapid global mobility is the timely movement, positioning, and sustainment of military forces and capabilities through air and space, across the range of military operations.
• Agile combat support provides responsive maintenance, supply, transportation, communications, services, engineering, security, health services, finance, legal services, and chaplain services for deployed units.