Command Structures

TOPIC LEARNING OBJECTIVES

Upon successful completion of this topic, the student will be able to:

1. Identify the impact of the Goldwater-Nichols DoD Reorganization Act on the chains of command within DoD.

2. Recognize the major components of the DoD and DoN.

3. Identify the reporting chain of command (operational or administrative) for various DoD/DoN organizations and individuals.

4. Identify the Secretary of the Navy's principal advisors and assistants by title and responsibilities.

5. Recognize the definitions of common Navy terminology and acronyms (PEO, DRPM, OPNAV, and echelon).

6. Identify the CNO's principal advisors and assistants by title and responsibilities.

7. Identify the mission of COMUSFLTFORCOM.

8. Recognize the difference between Type Commanders and Numbered Fleet Commanders.

9. Recognize the relationship of the TYCOMS, Providers, and Resource Sponsors to the Warfare Enterprises.

10. Identify EDO Flag billets by name and responsibility.

STUDENT PREPARATION

Student Support Material

1. None

Primary References

1. Goldwater–Nichols Department of Defense Reorganization Act of 1986 Pub.L. 99–433

Additional References

1. SECNAVINST 5400.15D: DoN Research and Development, Acquisition, Associated Life-Cycle Management, and Sustainment Responsibilities and Accountability

2. OPNAVINST 5450.352A: Mission, Functions & Tasks of the Chief of Naval Operations

3. Web Pages:

    A. Department of Defense: https://www.defense.gov

    B. Joint Chiefs of Staff (JCS): https://www.jcs.mil/

    C. US Navy: https://www.navy.mil

    D. https://www.defense.gov/Experience/Military-Units/Navy/#1309

Overview

- **History of Goldwater-Nichols**

- Major DoD/DoN components and reporting chains

  – Admin and Operational

- Deeper dive into DoN

  – SECNAV, CNO, ASN(RD&A), USFFC

- What is an "Enterprise"

- Key people

  – Engineering Duty Admirals

U.S. Government

- **Constitution establishes three branches of Government**
  - Article 1: Legislative Branch (Congress)
    - Section 8: Powers of Congress
      - To provide and maintain a Navy
      - Declare war
  - Article 2: Executive Branch (President)
    - Section 2: Civilian control over the military
  - Article 3: Judicial (Courts)

1

Before Goldwater-Nichols

- World War II and even earlier
  - Secretary of the Navy, Secretary of War, Service Chiefs, Fleet Commanders and Army Commanders
    - Dual roles: Force Provider and Force Commander
- National Security Act of 1947. Established National Military Establishment
  - Established the SECDEF, Central Intelligence Agency, National Security Council, US Air Force
  - War Department became Department of the Air Force and Department of the Army
  - Made the Joint Chiefs of Staff (JCS) a 'formal' body with the Chairman (as an official title)
- National Military Establishment renamed Department of Defense in 1949

1

Goldwater-Nichols DoD Reorganization Act of 1986

- **Changes**
  - Primary: Improve the ability of the Armed Services to conduct Joint operations
  - Secondary: Improve DoD Budget and Acquisition processes
- **Why**
  - Inter-Service rivalries
    - In combat (Vietnam, Iranian hostage rescue, Grenada)
    - In acquisition
    - In the development of war fighting doctrine
  - Officers did not know very much about the other services

Goldwater-Nichols DoD Reorganization Act of 1986

- Three big pieces of the Act
  - Increased the responsibilities of the Chairman JCS
    - Principal military advisor to the President, SECDEF, National Security Council
  - Increase the authority of the Combatant Commands
    - OPCON: President to SECDEF to Combatant Commands
    - ADCON: Service Department Secretaries 'Man, Train, Equip' forces for Combatant Commanders
  - Instituted and established *Jointness*
    - In the budget process, Officer Training (JPME), Alignment of Program Executive Offices (PEO) to Service Acquisition Executive
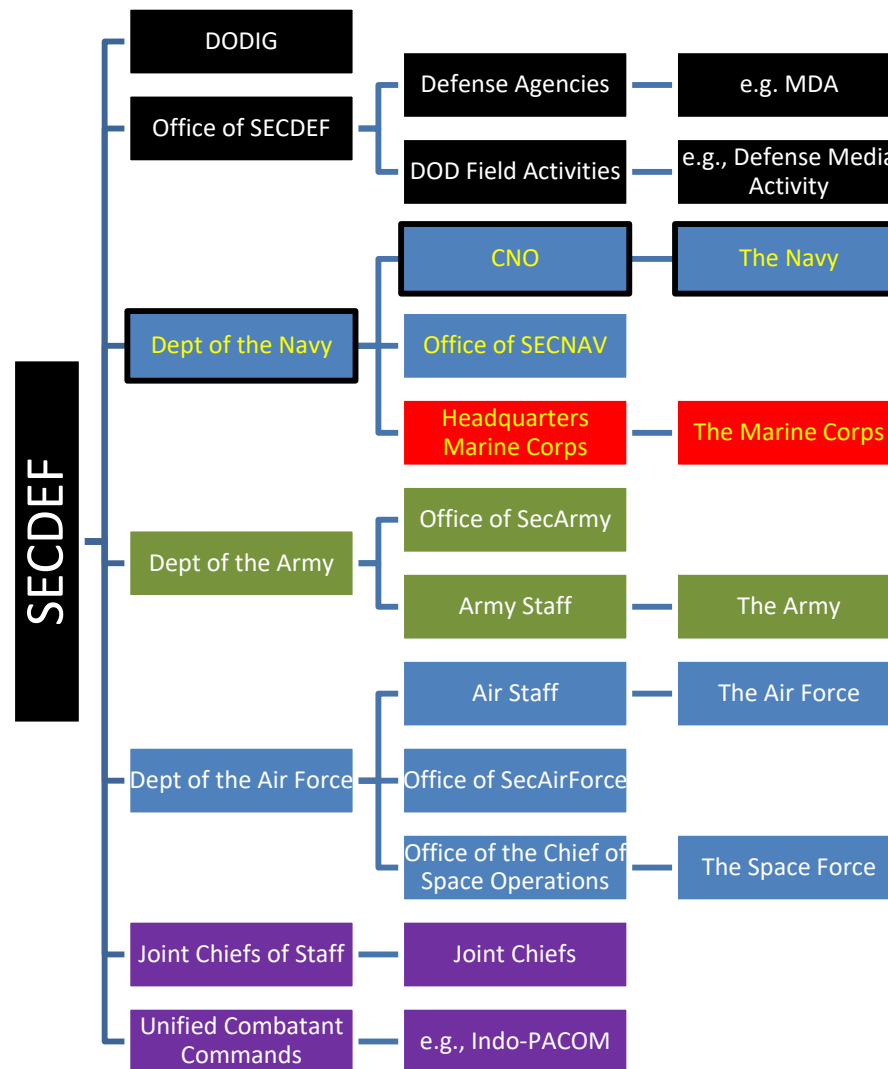
1

Overview

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- **Major DoD/DoN components and reporting chains**
  - Admin and Operational

- Deeper dive into DoN
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- Key people
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DoD and DoN

SECDEF
- DODIG
- Office of SECDEF
  - Defense Agencies — e.g. MDA
  - DOD Field Activities — e.g., Defense Media Activity
- Dept of the Navy
  - CNO — The Navy
  - Office of SECNAV
  - Headquarters Marine Corps — The Marine Corps
- Dept of the Army
  - Office of SecArmy
  - Army Staff — The Army
- Dept of the Air Force
  - Air Staff — The Air Force
  - Office of SecAirForce
  - Office of the Chief of Space Operations — The Space Force
- Joint Chiefs of Staff — Joint Chiefs
- Unified Combatant Commands — e.g., Indo-PACOM

2.1.1 Command Structures

2

Major Components: DoD and DoN

- **Department of Defense (SECDEF)**
  - SECDEF/DEPSECDEF/OSD Staff
  - Joint Staff
  - Service Departments (Service Secretaries)
    - Army
    - Navy/Marine Corps
    - Air Force/Space Force
  - Unified Combatant Commands
- **Department of the Navy**
  - SECNAV/Principal Advisors (the Secretariat)/Staff
  - CNO and OPNAV Staff
  - Shore Establishment (e.g., Systems Commands (SYSCOMs))
  - Operating Forces

2

The President's 2022 National Security Strategy (NSS)
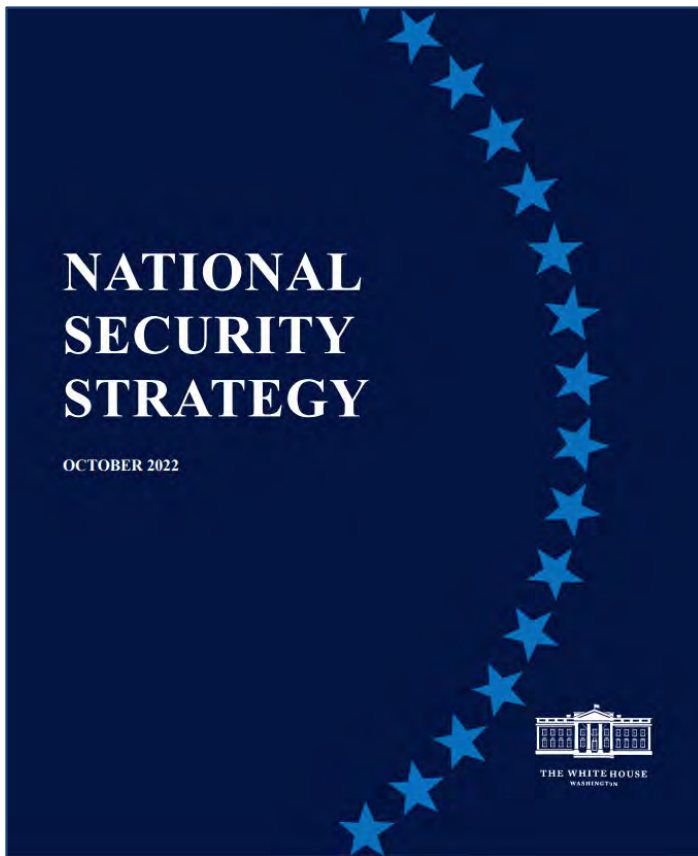
The 2022 NSS outlines how the President's administration will advance America's vital interests, position the U.S. to outmaneuver geopolitical competitors, tackle shared challenges, and set our world firmly on a path toward a brighter and more hopeful tomorrow

NSS Goal
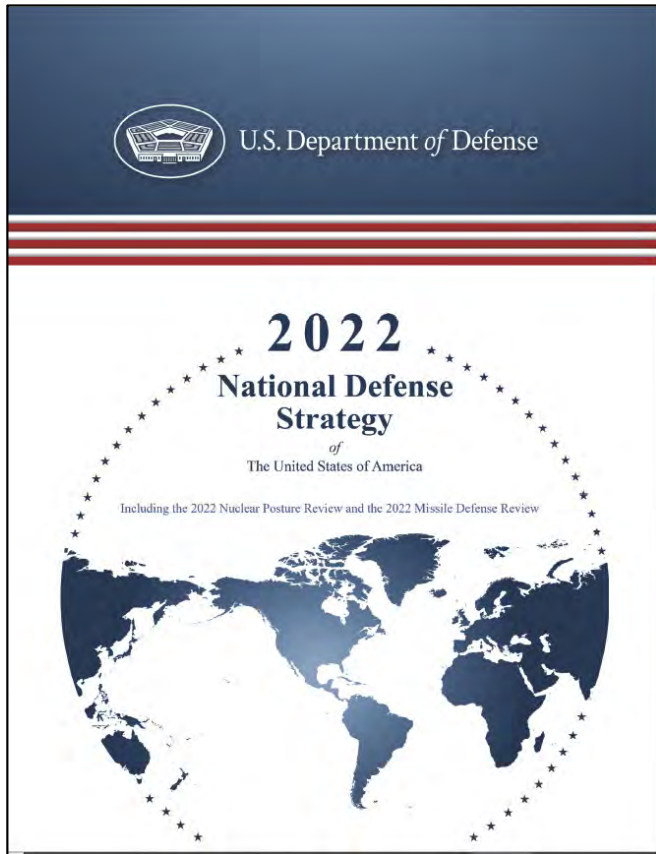A free, open, prosperous and secure international order

Lines of Effort

1) Invest in the underlying sources and tools of American power and influence

2) Build the strongest possible coalition of nations to enhance our collective influence to shape the global strategic environment and to solve shared challenges

3) *Modernize and strengthen our military so it is equipped for the era of strategic competition with major powers, while maintaining the capability to disrupt the terrorist threat to the homeland*

https://www.whitehouse.gov/wp-content/uploads/2022/10/Biden-Harris-Administrations-National-Security-Strategy-10.2022.pdf

The 2022 National Defense Strategy

2022
National Defense Strategy
of
The United States of America

Including the 2022 Nuclear Posture Review and the 2022 Missile Defense Review

https://media.defense.gov/2022/Oct/27/2003103845/-1/-1/1/2022-NATIONAL-DEFENSE-STRATEGY-NPR-MDR.PDF

- **Top priorities**
    1. Defending the homeland, paced to the growing multi-domain threat posed by China
    2. Deterring strategic attacks against the United States, allies, and partners
    3. Deterring aggression while being prepared to prevail in conflict, when necessary; prioritizing the challenge posed by China in the Indo-Pacific region the Russia challenge in Europe
    4. Building a resilient joint force and defense ecosystem

- **3 ways to advance the priorities**
    1. Integrated deterrence
    2. Campaigning
    3. Building of an enduring advantage

Contains three strategic documents to ensure linkages between DOD strategy and resources: National Defense Strategy, Nuclear Posture Review, Missile Defense Review

2

SECNAV: One Navy-Marine Corps Team

ONE NAVY-MARINE CORPS TEAM

ADVANCING DEPARTMENT OF THE NAVY PRIORITIES

October 2023

Mission: DON will recruit, train, and organize to deliver combat ready naval forces to deter and, if necessary, win conflicts and wars through sustained forward naval presence in support of the joint force.

Strengthening Maritime Dominance	• Industrial Base • Climate • Uncrewed Technology • Rearm, Refuel, Repair, Revive, Resupply
Building a Culture of Warfighting Excellence	• Taking Care of People • Education • Research, Development, Science, and Technology
Enhancing Strategic Partnerships	• Naval Diplomacy • Defense Ecosystem • Congress • National Call to Service

2

Assistant Secretary of the Navy, Research, Development and Acquisition (ASN(RD&A)) Guidance

- **Focus Areas**
  - Open Systems/DevSecOps/Cyber resilient systems/AI/ML.
  - Focused on improving how we are advancing the art of acquisition
  - Business model is PEO/PM primary job.
    - How we are leveraging Industry, Labs, UARCs
    - Work smarter not harder.

- **Key Stakeholders**
  - DON Workforce
  - American Public
  - Industrial Partners and Academia
  - Congress
  - International Partners
  - DOD and Interagency Partners

RDA Support to National Defense

- Provide improved readiness and cutting-edge capabilities to the warfighter to ensure the balance of power in strategic competition remains in our favor.

- Advance nuclear modernization to sustain a strategic deterrent that is safe, secure, and effective

- Develop the next generation of scientists and engineers to advance an international order that is conducive to collective security and prosperity.

- Remain a force multiplier for US security around the world by providing allies and partners with Foreign Military Sales and international security cooperation.
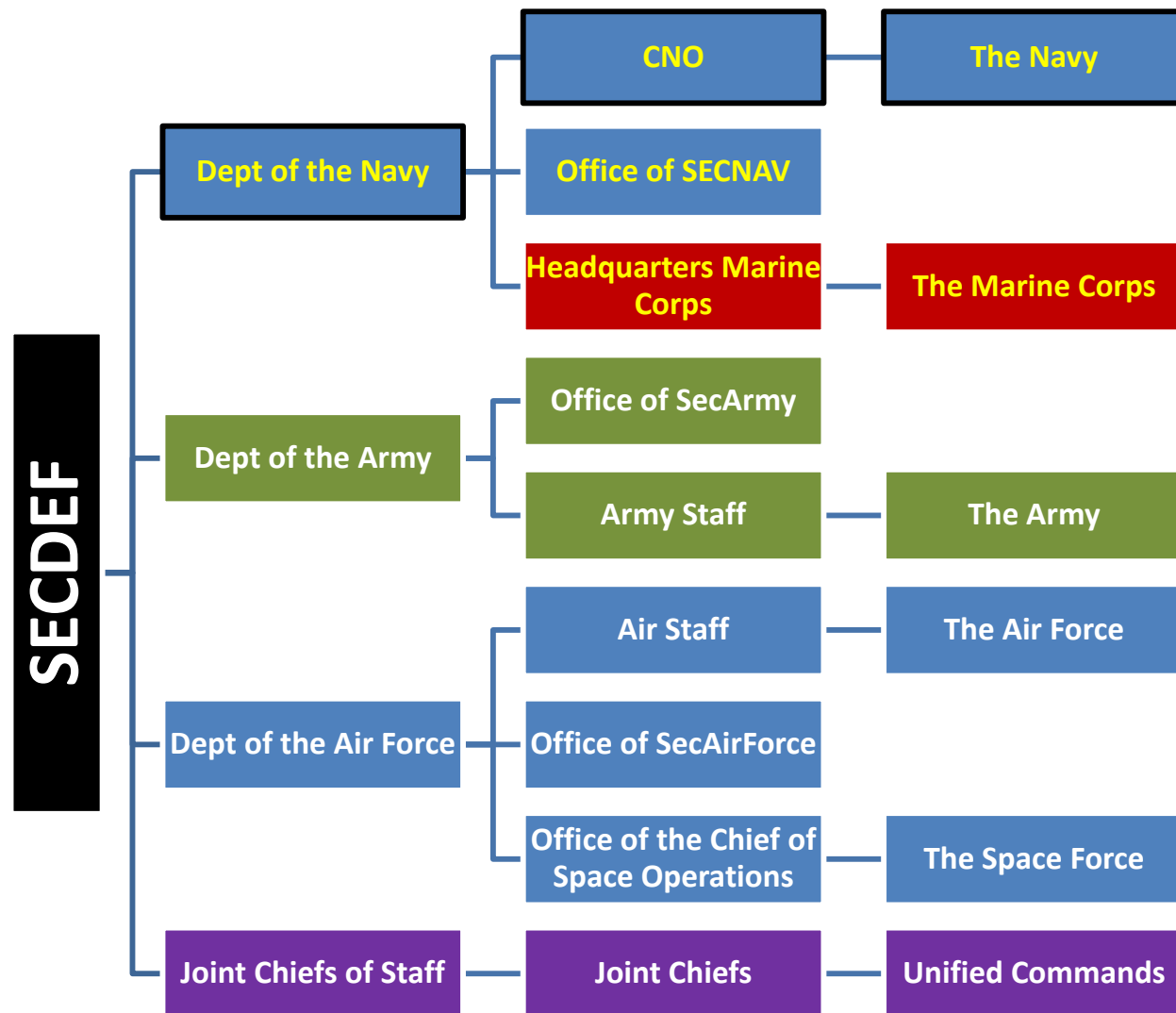
Nickolas H. Guertin
ASN(RDA)

Chains of Command

- ## Administrative - ADCON
  - Provides authority over subordinate commands with respect to administration and support *"**man, train and equip**"*

- ## Operational - OPCON
  - Provides authority over subordinate commands with respect to operations *"**combat forces - fighting wars**"*
  - DoD Example: SECDEF passes operational orders to Central Command

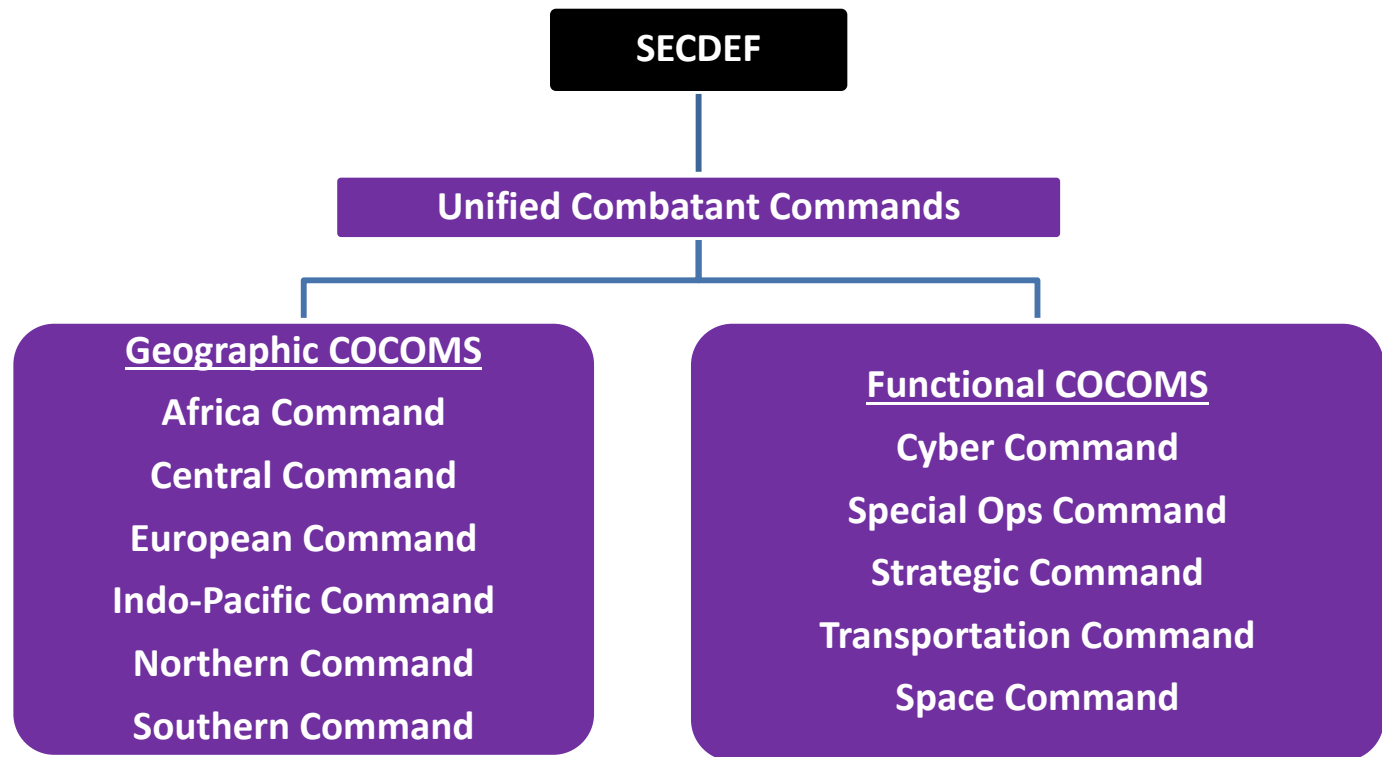*An explanation of the Operational & Administrative Chains of Command*
https://www.defense.gov/Experience/Military-Units/Navy/#1309

3

Administrative Chain of Command

Operational Chain of Command

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                        ┌──────────────┐
                        │   SECDEF     │
                        └──────┬───────┘
                               │
                  ┌────────────────────────────┐
                  │  Unified Combatant Commands │
                  └────────────────────────────┘
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Geographic COCOMS

Africa Command

Central Command

European Command

Indo-Pacific Command

Northern Command

Southern Command

Functional COCOMS

Cyber Command

Special Ops Command

Strategic Command

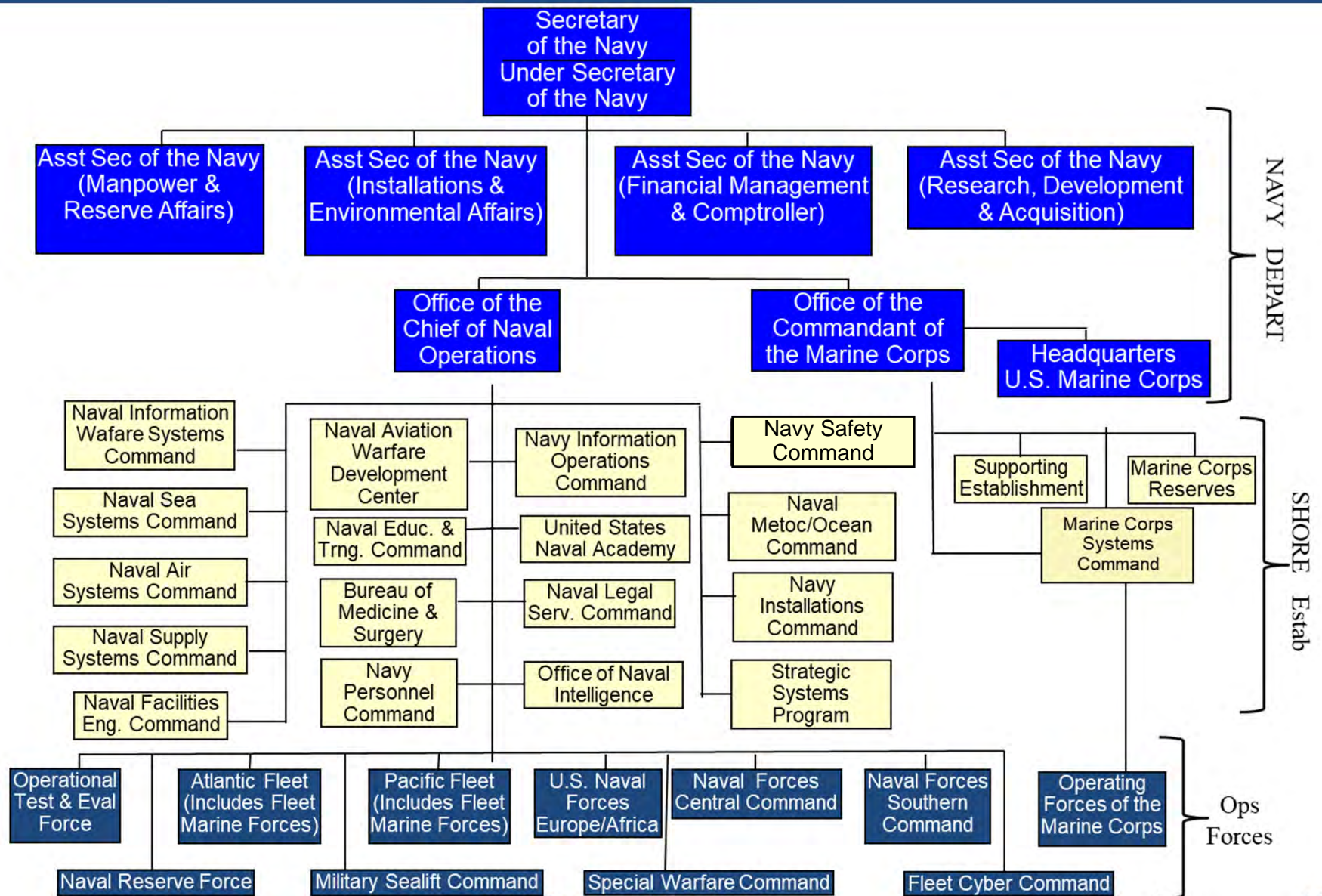Transportation Command

Space Command

Overview

- History of Goldwater-Nichols
- Major DoD/DoN components and reporting chains
  - Admin and Operational
- **Deeper dive into DoN**
  - **SECNAV, CNO, ASN(RD&A), USFFC**
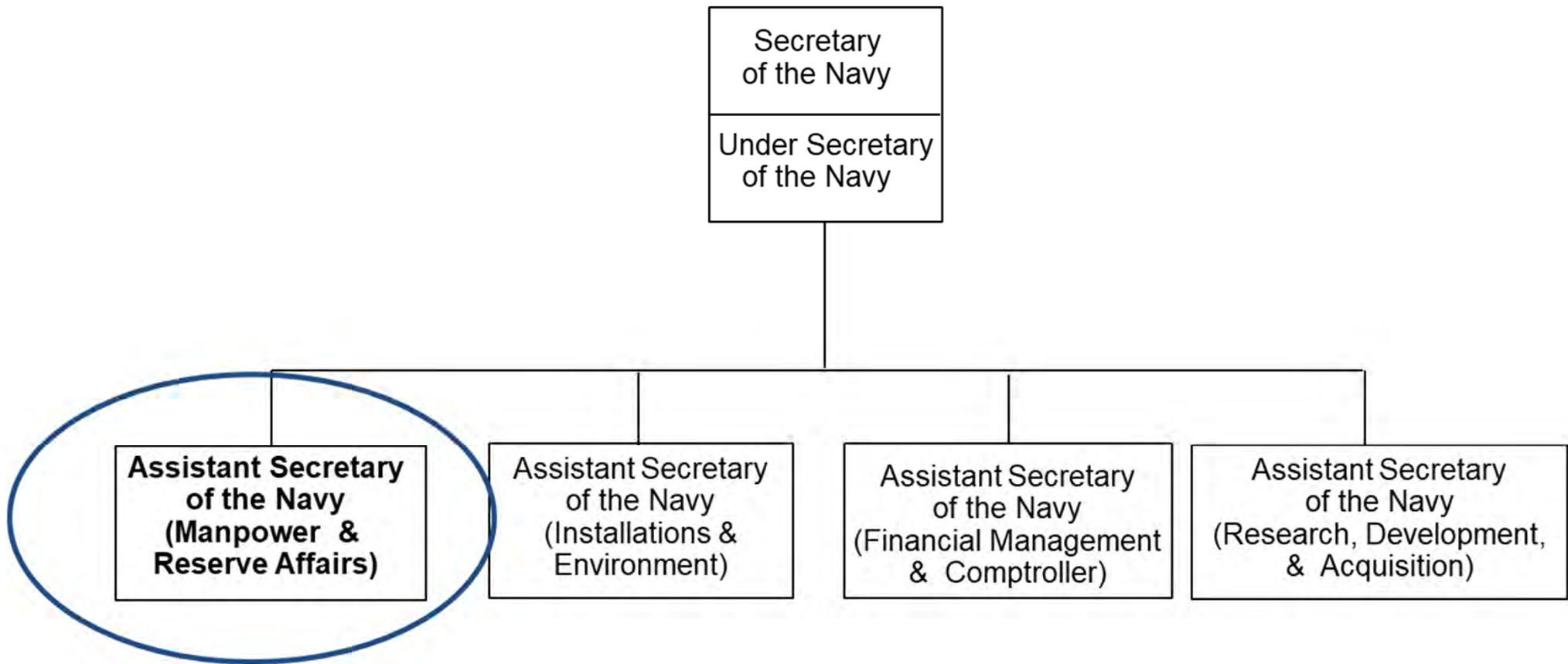- What is an "Enterprise"
- Key people
  - Engineering Duty Admirals

Department of the Navy

2 4

SECNAV Principal Advisors

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                    ┌─────────────────────┐
                    │   Secretary          │
                    │   of the Navy        │
                    ├─────────────────────┤
                    │   Under Secretary    │
                    │   of the Navy        │
                    └─────────────────────┘
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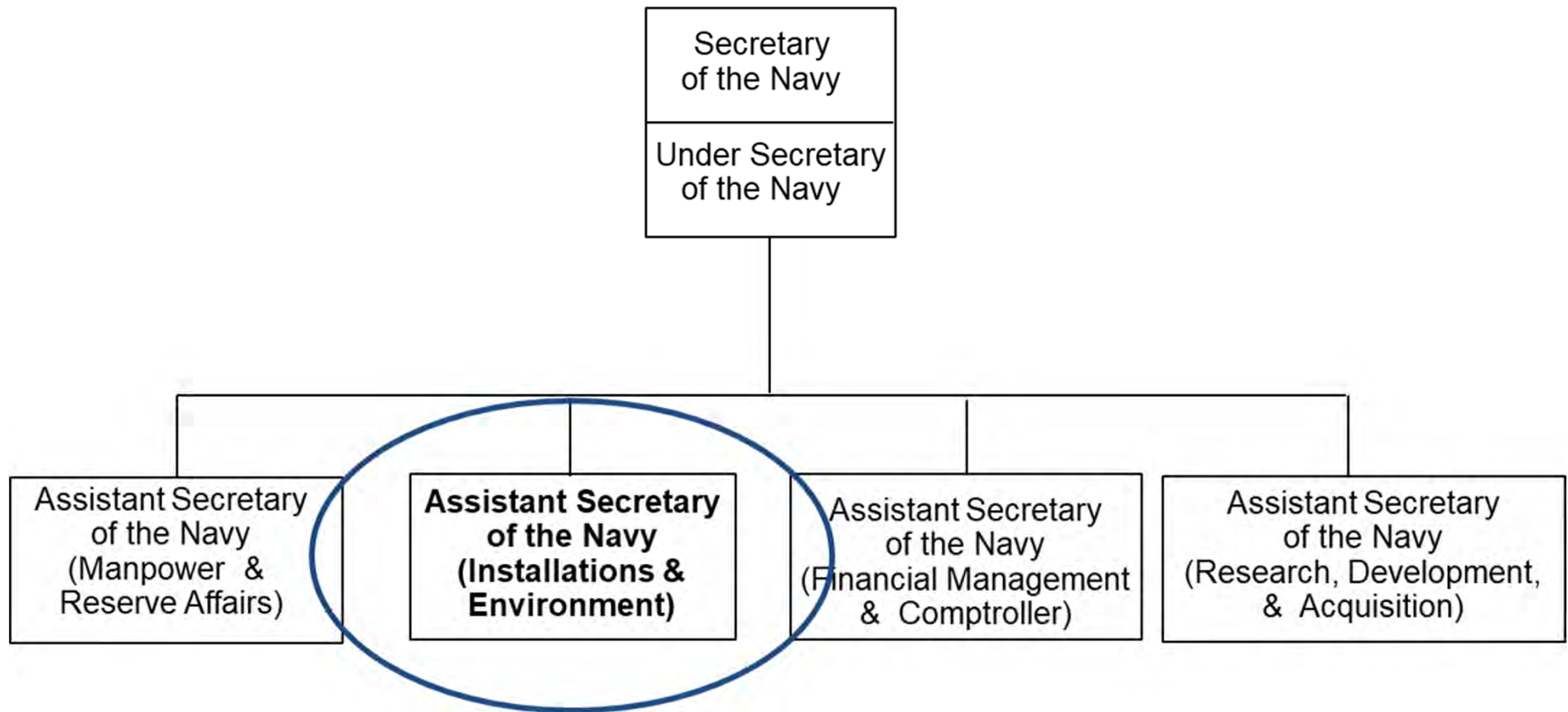| Assistant Secretary of the Navy (Manpower & Reserve Affairs) | Assistant Secretary of the Navy (Installations & Environment) | Assistant Secretary of the Navy (Financial Management & Comptroller) | Assistant Secretary of the Navy (Research, Development, & Acquisition) |

Responsible for manpower and personnel policies, personnel readiness, quality of life and healthcare programs, and issues affecting Active Duty, Reserves, and DoN civilians
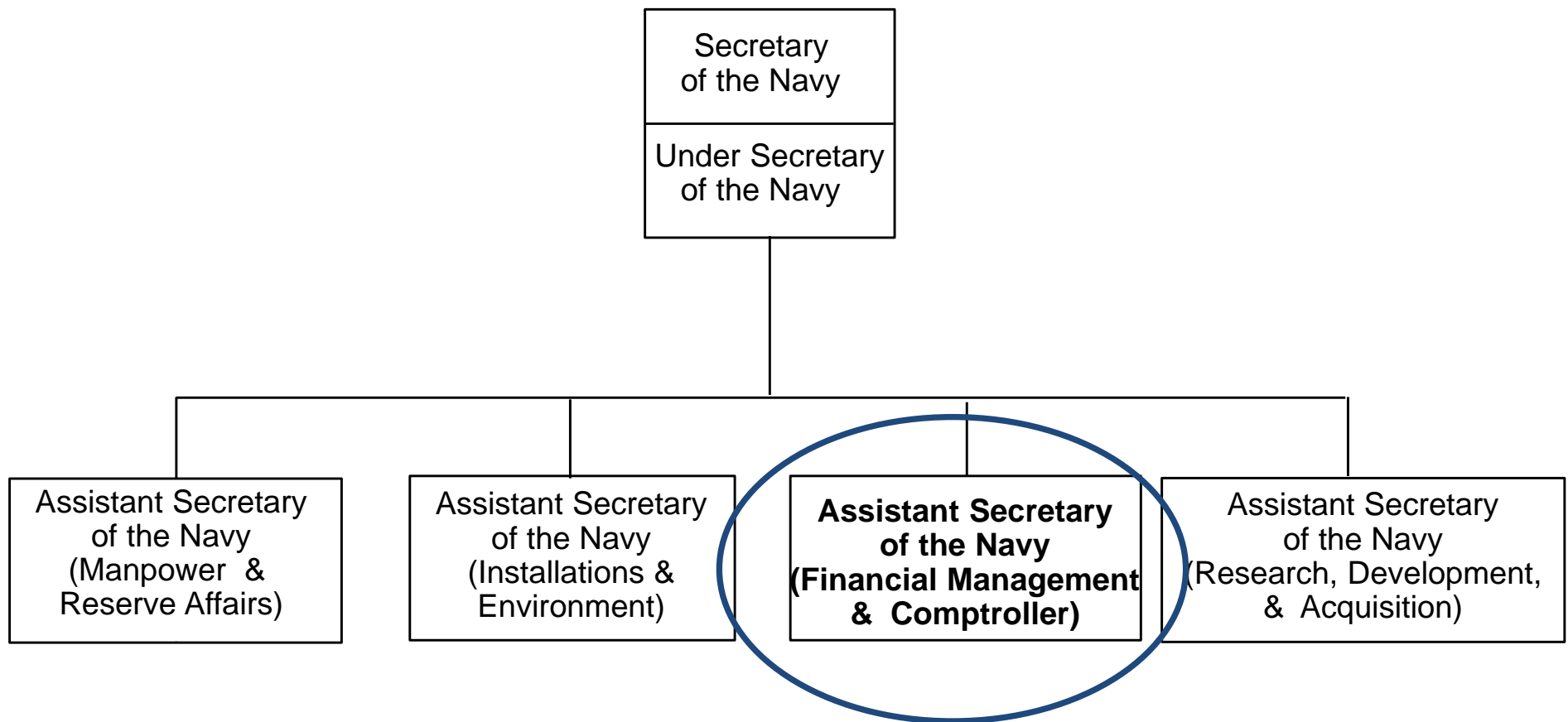
4

SECNAV Principal Advisors

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                    ┌─────────────────────┐
                    │  Secretary          │
                    │  of the Navy        │
                    ├─────────────────────┤
                    │  Under Secretary    │
                    │  of the Navy        │
                    └─────────────────────┘
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| Assistant Secretary of the Navy (Manpower & Reserve Affairs) | **Assistant Secretary of the Navy (Installations & Environment)** | Assistant Secretary of the Navy (Financial Management & Comptroller) | Assistant Secretary of the Navy (Research, Development, & Acquisition) |

Management of Navy and Marine Corps real property, housing, and other facilities; environmental protection ashore and afloat; occupational health for military and civilians; and timely BRAC processes

BRAC – Base Realignment and Closure

4

SECNAV Principal Advisors

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                    ┌─────────────────────┐
                    │  Secretary          │
                    │  of the Navy        │
                    ├─────────────────────┤
                    │  Under Secretary    │
                    │  of the Navy        │
                    └─────────────────────┘
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Assistant Secretary of the Navy (Manpower & Reserve Affairs)	Assistant Secretary of the Navy (Installations & Environment)	**Assistant Secretary of the Navy (Financial Management & Comptroller)**	Assistant Secretary of the Navy (Research, Development, & Acquisition)

Financial Management: SECNAV's principal financial advisor
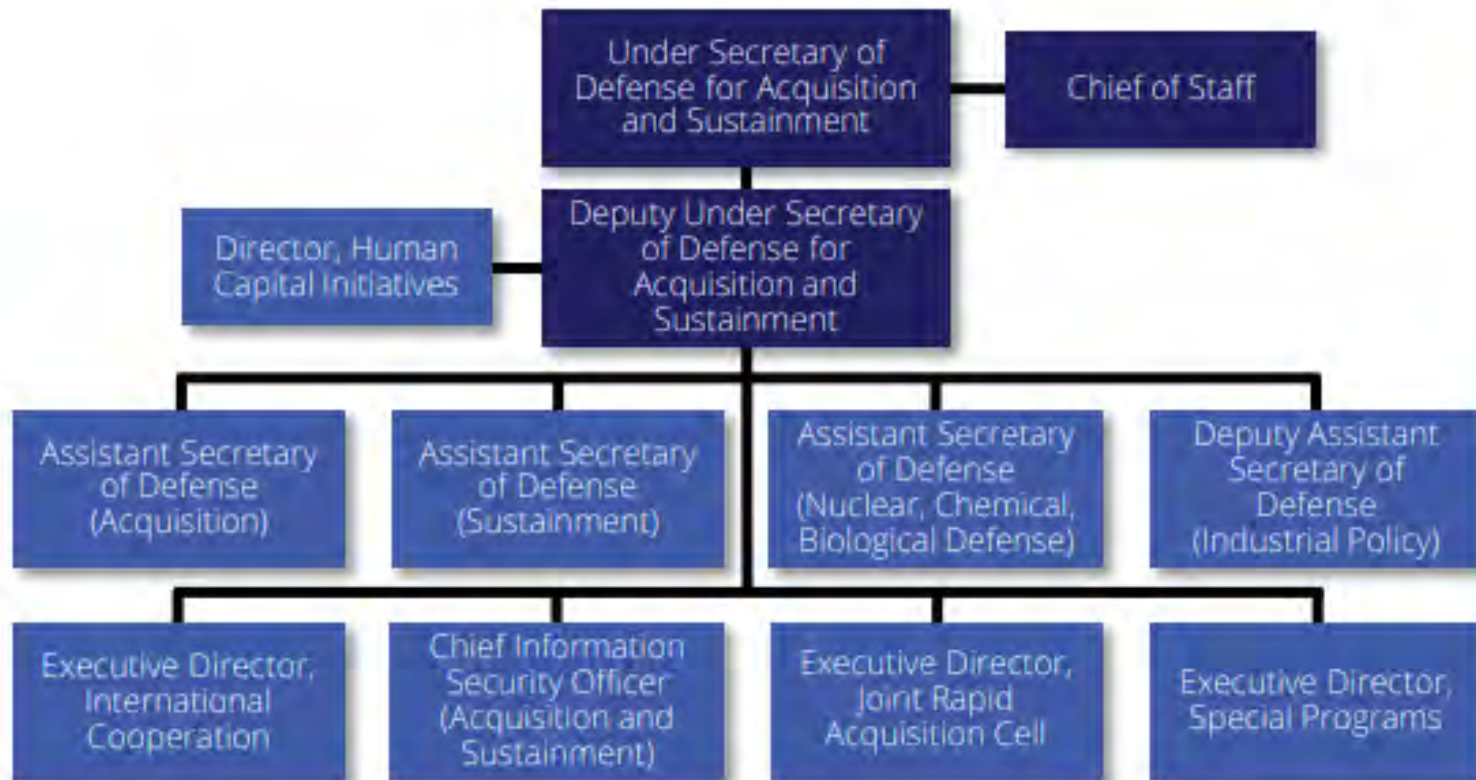*Comptroller: Execution of Navy's budget*

SECNAV Principal Advisors
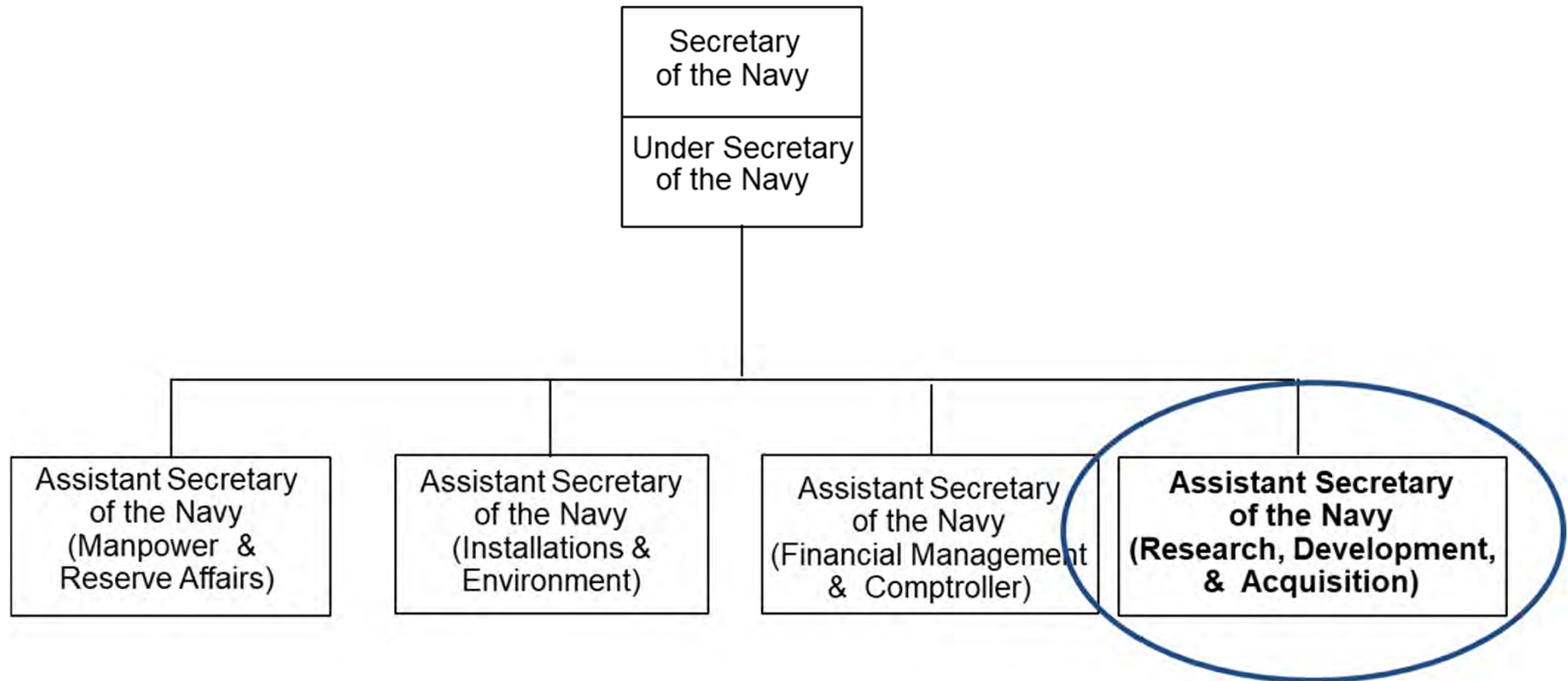
The ASN (RD&A) is the Navy's Acquisition Executive (NAE).
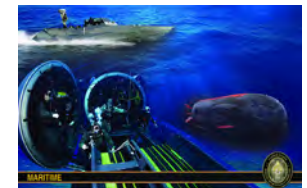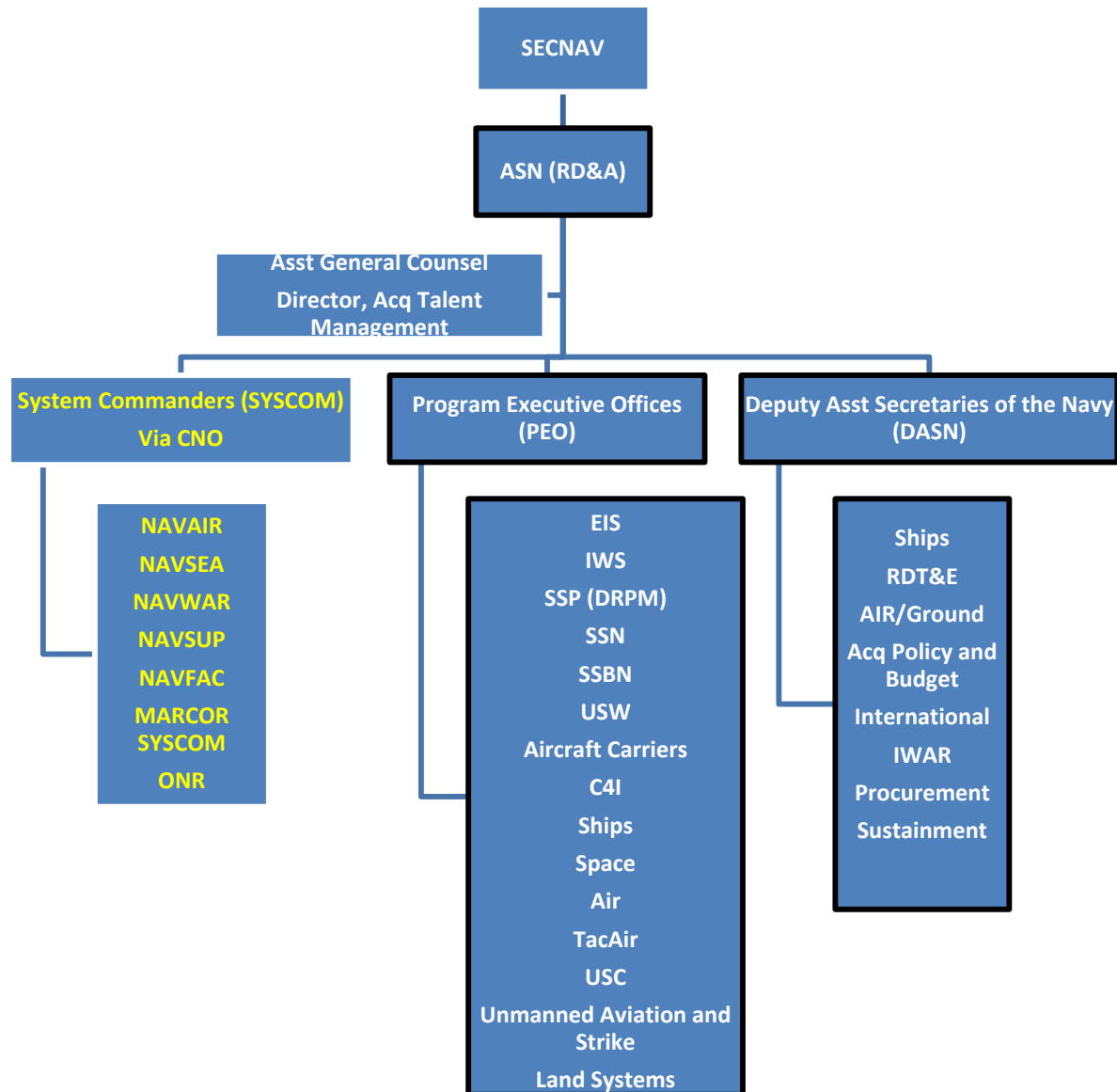Responsible for all acquisition policy and procedures

4

DoD Acquisition Organization

Mission: Enable the delivery and sustainment of secure and resilient capabilities to the warfighter and international partners quickly and cost effectively

Navy Acquisition Organization

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                          ┌─────────────┐
                          │   SECNAV    │
                          └──────┬──────┘
                          ┌──────┴──────┐
                          │  ASN (RD&A) │
                          └──────┬──────┘
              ┌───────────────────────────────────┐
              │  Asst General Counsel             │
              │  Director, Acq Talent             │
              │  Management                       │
              └───────────────────────────────────┘
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System Commanders (SYSCOM) Via CNO	Program Executive Offices (PEO)	Deputy Asst Secretaries of the Navy (DASN)
NAVAIR **NAVSEA** **NAVWAR** **NAVSUP** **NAVFAC** **MARCOR SYSCOM** **ONR**	EIS IWS SSP (DRPM) SSN SSBN USW Aircraft Carriers C4I Ships Space Air TacAir USC Unmanned Aviation and Strike Land Systems	Ships RDT&E AIR/Ground Acq Policy and Budget International IWAR Procurement Sustainment

SOCOM - PEO-Maritime: Provide rapid and focused acquisition of SOF-unique maritime mobility capabilities to USSOCOM operators conducting decisive SOF activities and global operations.

2.1.1 Command Structures

4 5

Navy Acquisition Organization

- The Assistant Secretary of the Navy for Research, Development and Acquisition (ASN(RD&A))
  - serves as the Navy Acquisition Executive
  - has authority, responsibility and accountability for all acquisition functions and programs, and for enforcement of Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) procedures
  - represents the DoN to USD(A&S) and to Congress on all matters relating to acquisition policy and programs
  - establishes policies and procedures and manages the Navy's Research, Development and Acquisition activities in accordance with DoD 5000 Series Directives
  - serves as Milestone Decision Authority on Acquisition Category (ACAT) IC programs and recommends decisions on ACAT ID programs

Navy Acquisition Organization

- The ASN(RD&A) organization is responsible for the development and acquisition of Navy and Marine Corps platforms and weapon systems

- The organization consists of:
  - Staff to the Assistant Secretary
  - Program Executive Officers (PEOs)
    - e.g., PEO Carriers
  - Direct Reporting Program Managers (DRPMs)
    - e.g., Strategic Systems Program (SSP)
  - Naval Systems Commands and their field activities

- The PEOs and DRPMs are responsible for the development and acquisition of Naval systems (i.e., families of like systems (e.g., SSN))

- The Naval Systems Commands and their field activities are also responsible for systems acquisition and supporting those systems in the operating Fleet

4 5

OPNAV Organization

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                    ┌─────────────────────────────┐
                    │             CNO             │
                    │                             │
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        ┌────────┬────────┬────────┼────────┬────────┬────────┐
     ┌─────┐  ┌──────┐ ┌──────┐ ┌─────┐  ┌─────┐  ┌─────┐  ┌─────┐
     │ N1  │  │N2/N6 │ │N3/N5 │ │ N4  │  │ N7  │  │ N8  │  │ N9  │
     └─────┘  └──────┘ └──────┘ └─────┘  └─────┘  └─────┘  └─────┘
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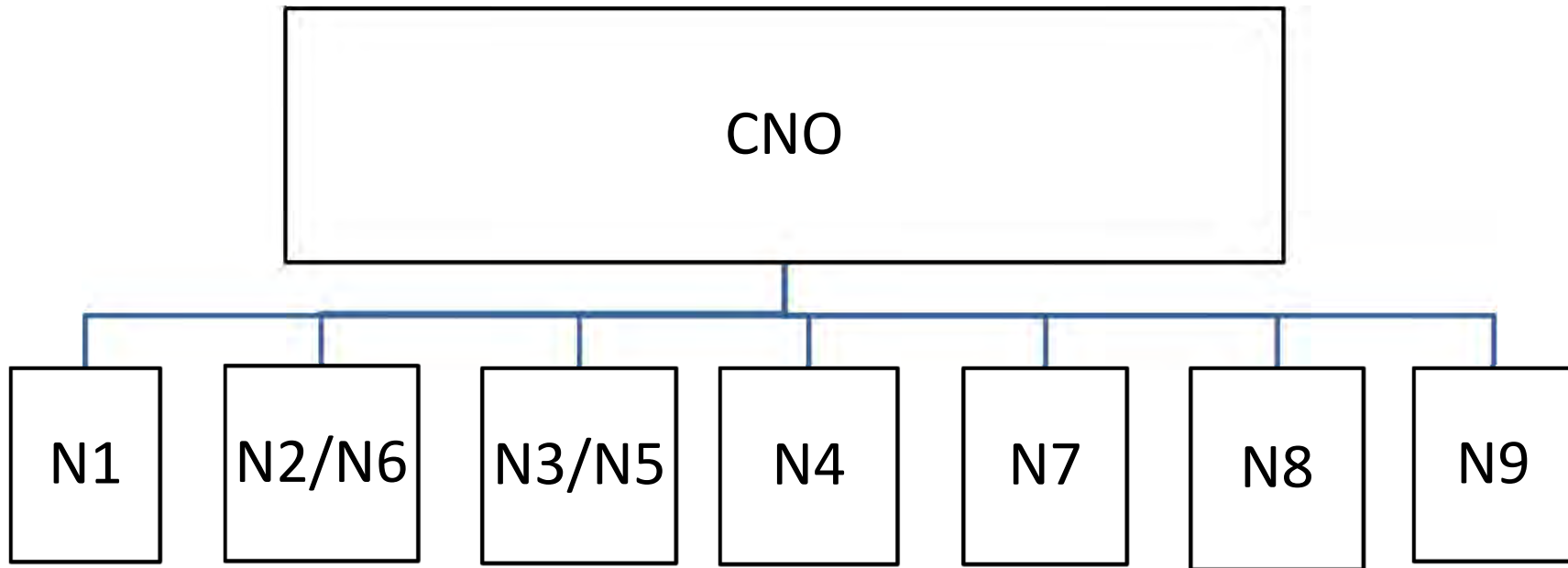
⭐⭐⭐ Vice Admirals – Principal Assistants to the CNO

CNO Principal Assistants

- N1: DCNO Manpower, Personnel, Training & Education

  - a.k.a. Chief of Naval Personnel

- N2/N6: DCNO Information Warfare

- N3/N5: DCNO Operations, Plans, and Strategy

- N4: DCNO Readiness and Logistics

- N7: DCNO Warfighting Development

- N8: DCNO Integration of Capabilities & Resources

- N9: DCNO Warfare Systems

N1 – DCNO Manpower, Personnel, Training & Education

- Responsible for overall manpower readiness. Formulates all personnel strategy and resource policies
  - N1D – Inclusion & Diversity
  - N130 – Military Pay and Compensation and Policy
  - N133 – Nuclear Propulsion Program Management
  - N17 – 21st Century Sailor, Physical Readiness, SAPR, Family Advocacy

N2/N6 – DCNO Information Warfare

- Resource sponsor for National Intelligence programs, cyber warfare, command & control, electronic warfare, oceanography, meteorology
  - N2/N6B - Assistant DCNO
  - N2/N6C - Corporate Director, IWC
  - N2/N6D - Director, Digital Warfare Office
  - N2/N6E - Director, Oceanography & Navigation
  - N2/N6I - Deputy Director, Naval Intelligence
  - N2/N6F - Director, Warfare Integration
  - N2/N6G - Director, Cybersecurity and CIO

6

N3/N5 – DCNO Ops, Plans, and Strategy

- Principal advisor on joint operations and the development of Joint strategies, plans, programs, and policies
  - N31 – Ops & Plans
  - N50 – Strategy
  - N51 – Policy
  - N52 – International Engagement
  - N53 – Asia-Pacific Advisory Group

N4 – DCNO Readiness and Logistics

- Logistic support requirements & resourcing for ordnance, supply, energy, distribution, Military Sealift Command (MSC), combat logistics, tug, rescue & salvage
  - N40 – Programming & Resources
  - N41 – Logistics Programs
  - N42 – Strategic Mobility and Combat Logistics
  - N45 – Energy & Environmental Readiness
  - N46 – Shore Readiness

6

N7 – DCNO Warfighting Development

- Enable the CNO to develop and ensure the Navy's warfighting advantage in order to deter, dissuade and deny, or defeat adversaries
  - N71 – Warfighting Development
    - Naval education enterprise
  - N72 – Warfare Development
    - Navy strategy and concepts
  - N73 – Strategic Warfighting Integration Cell
    - Focus on solutions for hi-pri operational problems
  - N74 – Warfighting Integration
    - Planning, concepts and campaign design & implementation

6

N8 – DCNO Integration of Resources and Capabilities

- Coordinates Navy capability study analyses & assessments. Allocates and integrates resources and requirements in the PPBE process
  - N80 – Director of Programming
    - Directs programming phase of Navy Planning, Programming, Budgeting and Execution Process (PPBE)
  - N81 – Director, Assessments
    - Lead for assessing warfighting capability, capacity, and wholeness
  - N82 – Director, Fiscal Management
    - Delegated responsibility for budget preparation and execution
  - N83 – Director, Fleet Readiness
    - Develop/provide maintenance requirements to platform resource sponsors

N9 – DCNO Warfare Systems

- Determines, validates, and integrates requirements and resources for manpower, training, sustainment, safety, modernization and procurement
  - N9B – Assistant DCNO
  - N9I – Director, Warfare Integration
  - N94/ONR – Director, Innovation, Tech Requirements/T&E
  - N95 – Director, Expeditionary Warfare
  - N96 – Director, Surface Warfare
  - N97 – Director, Undersea Warfare
  - N98 – Director, Air Warfare
  - N9SP – Director, Special Programs

6

Sample Navy Organization Chart

Echelon 1	**Fleet**		**Shore**
		Chief of Naval Operations	
Echelon 2 **Budget** **Submitting Offices**	Commander U. S. Fleet Forces Command		SYSTEM Commands NAVSEA/NAVWAR NAVAIR/NAVSUP
Echelon 3	Naval Surface Force U.S. Atlantic Fleet		NSY/SUPSHIP/CNRMC WARFARE CNTR (HQ)
Echelon 4	Destroyer Squadron Eighteen		RMC/Warfare Center Divisions (Example) NSWC Panama City
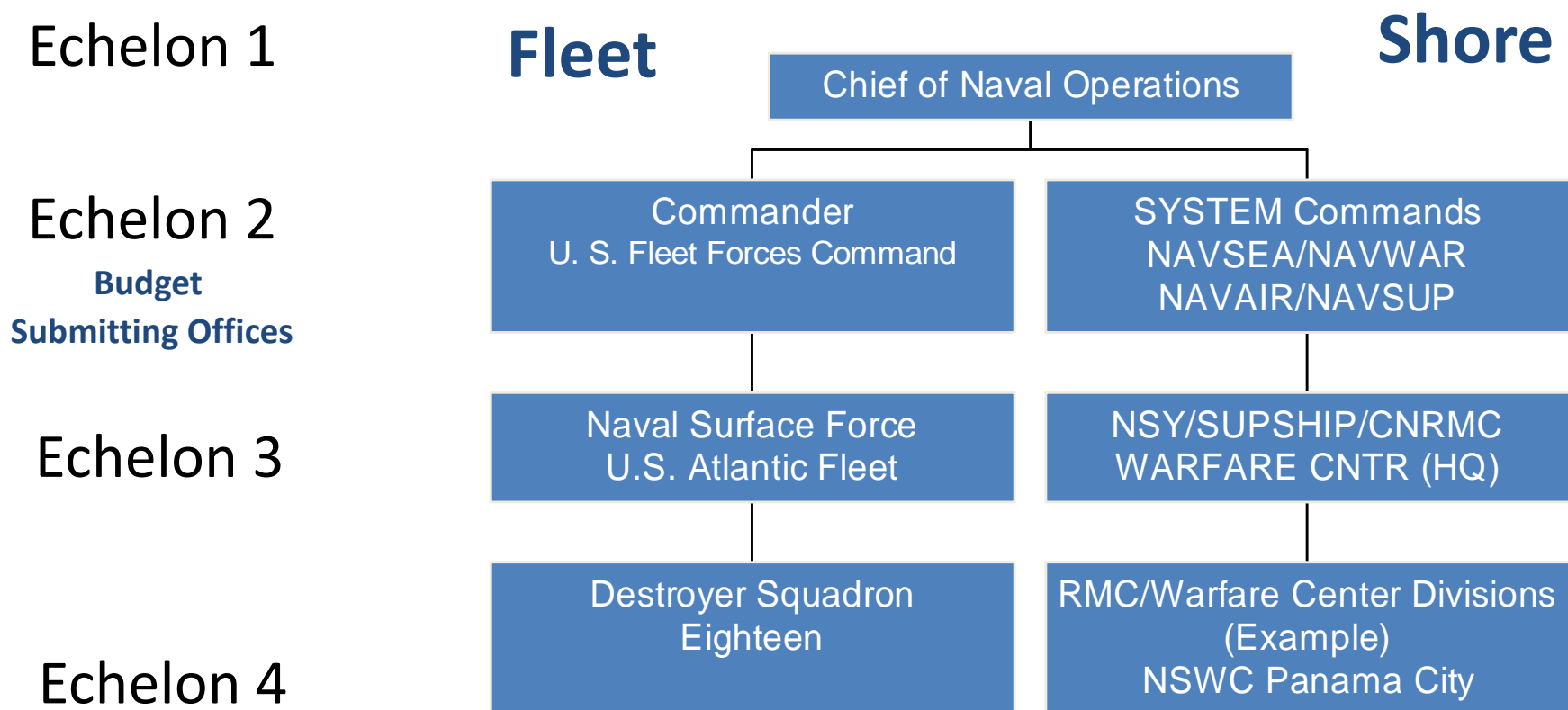
The Navy is organized by *echelons* (tiers). CNO is Echelon One. Commands reporting directly to the CNO are Echelon Two. Commands reporting directly to Echelon Two commands are Echelon Three commands, etc.

3 5

U.S. Fleet Forces Command

- Functions to support the Commander's administrative control and Title 10, U.S. Code roles, responsibilities, and missions. Two functional areas include Prepare the Force and Provide the Force:
  - Prepare the Force. Man, train, equip, organize, and maintain the readiness of U.S. Navy (USN) forces. Includes:
    - Navy Readiness. Generate USN forces ready to execute service missions in support of Chief of Naval Operations (CNO) and operational missions assigned by Combatant Commanders (CCDRs) in response to force requirements
      - Includes execution of Optimized Fleet Response Plan (OFRP)
    - Navy Warfighting Capability Requirements. Articulate integrated, authoritative fleet warfighting, readiness and personnel capability requirements, coordinated with other USN Component Commanders (NCCs), to CNO and develop transformational concepts for maritime operations

U.S. Fleet Forces Command

- Provide the Force. COMUSFLTFORCOM must provide ready forces to deploy and operate forward, in response to operational requirements. Includes:
  - Serve as USN global force manager. Navy Global Force Management (GFM)
  - Executive Agent (EA) for Antiterrorism (AT) and Force Protection (FP)
  - Serve as primary commander in the event of a nuclear reactor or radiological accident associated with the naval nuclear propulsion program within the AORs
  - Serve as EA for damage control modernization and improvement
  - Maintenance and Modernization Resourcing
    - In conjunction with COMPACFLT, and with support from NAVSEASYSCOM, serve as the lead for collection of resource requirements, act as lead for collection and consolidation of requirements and act as the single fleet voice and point of submission of resource requirements to CNO

Type Commanders (TYCOMs)

- Work for U.S. Fleet Forces Command

- Supervise specific categories of forces and activities
    - Balance requirements and resources to meet mission capabilities
        - Manning
        - Training
        - Equipment

- Provide ready forces to the operational commander for tasking at the lowest possible cost

- Normally control a ship during its unit-level training cycle
    - After the ship completes training work ups, a ship "in chops" to the operational chain of command for deployment
    - For example, a ship is ADCON to SURFOR, OPCON to 7th Fleet

- TYCOMs are in the administrative chain of command

Type Commanders (TYCOMs)

- Naval Air Forces, Atlantic/Pacific

- Naval Surface Forces, Atlantic/Pacific

- Navy Submarine Forces, Atlantic/Pacific

- Navy Expeditionary Combat Command

- Navy Information Warfare Forces

- Military Sealift Command

- Naval Meteorology and Oceanography Command

- Naval Special Warfare Command

Numbered Fleet Commanders

- Provide naval forces and report to the appropriate Unified Combatant Commanders

- As Navy units enter the area of responsibility, they are operationally assigned to the appropriate numbered fleet

  - 2nd, 3rd, and 4th Fleet are home-ported in U.S
    - Dual roles of force training and operations

  - 5th, 6th, and 7th Fleet are home-ported at forward locations, with forces operating in areas of responsibility
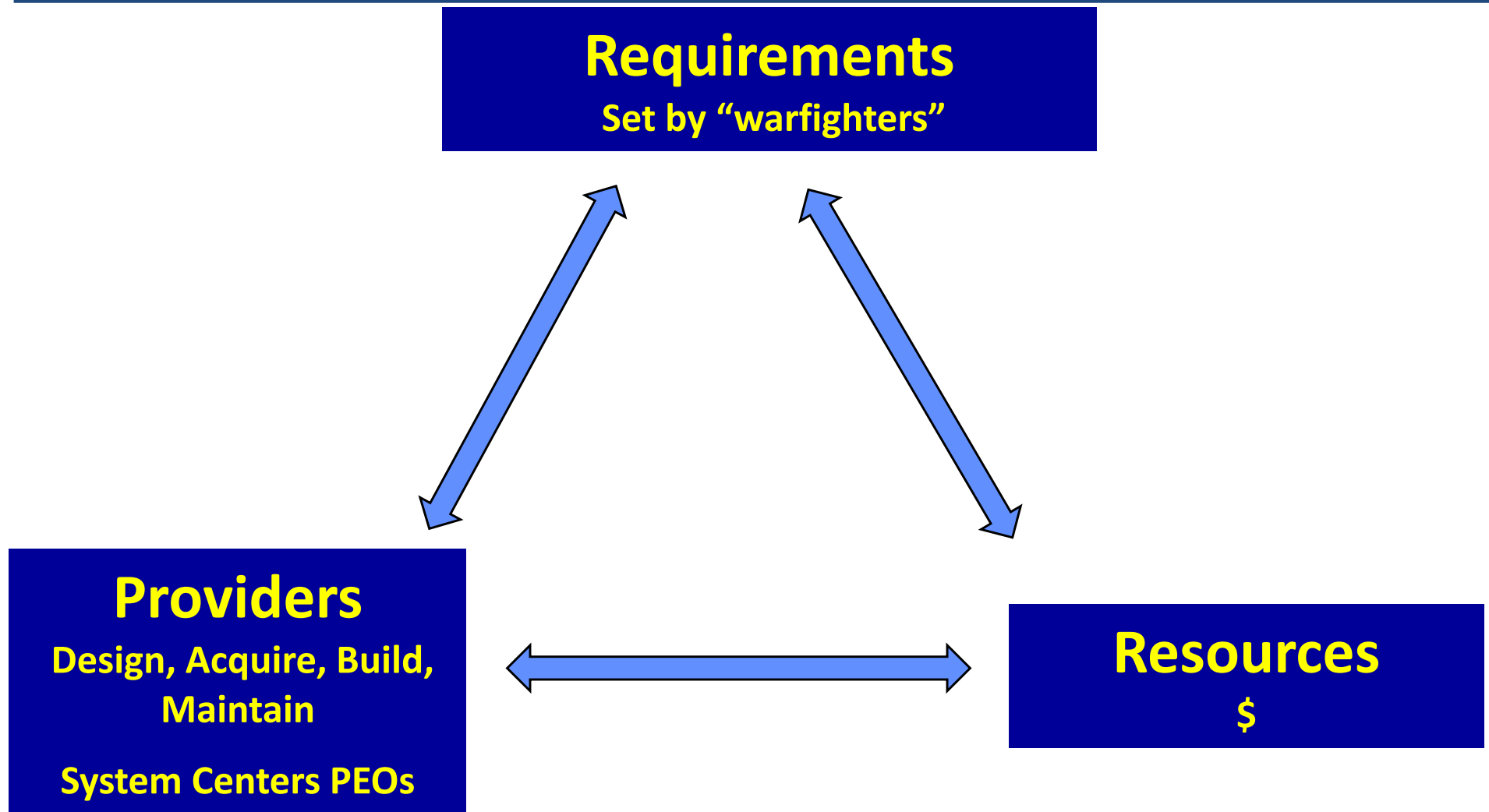
  - 10th Fleet operates in cyberspace

Numbered Fleets
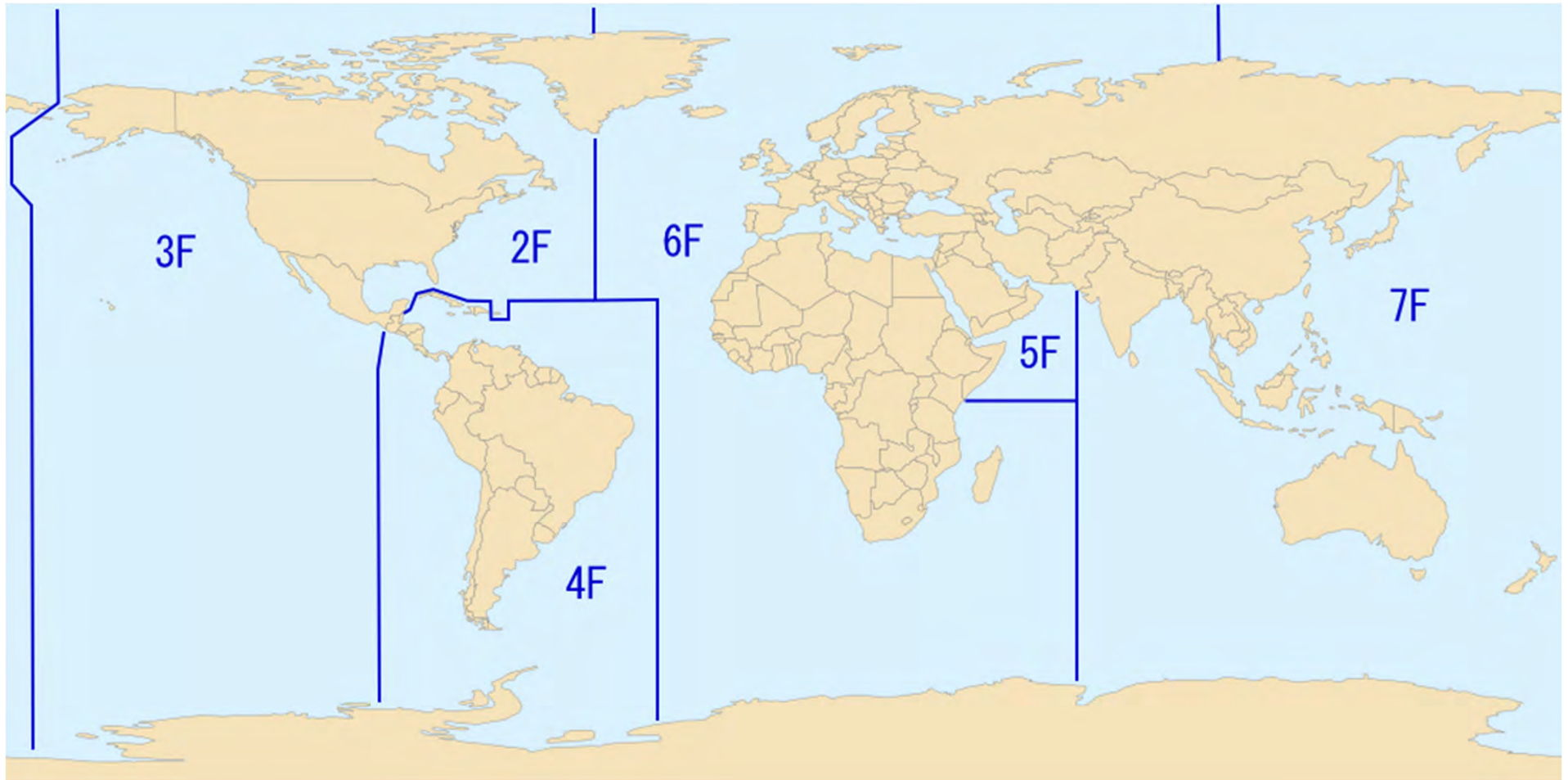
Overview

- History of Goldwater-Nichols
- Major DoD/DoN components and reporting chains
  - Admin and Operational
- Deeper dive into DoN
  - SECNAV, CNO, ASN(RD&A), USFFC
- **What is an "Enterprise"**
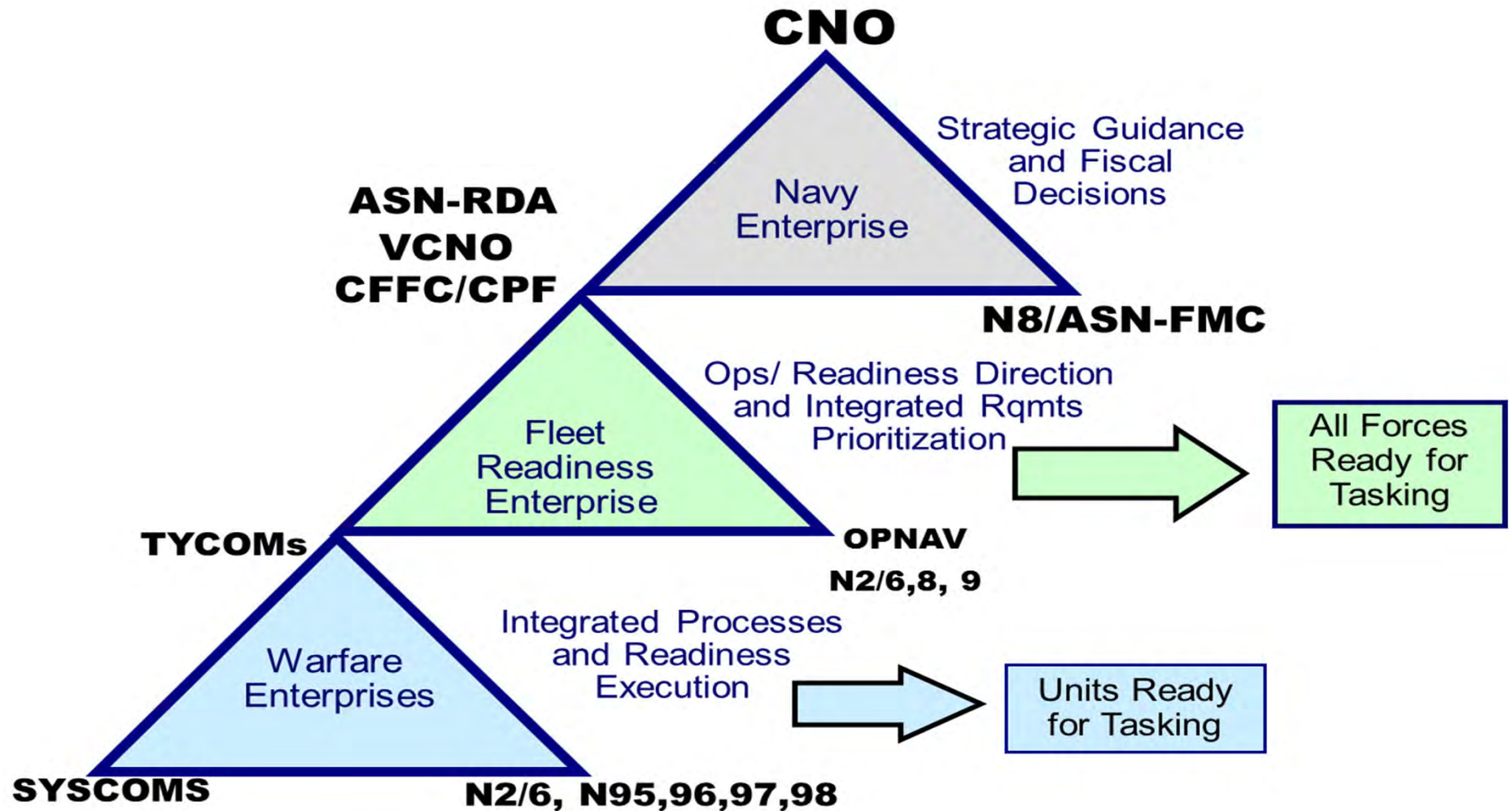- Key people
  - Engineering Duty Admirals

Navy Business Model

Requirements
Set by "warfighters"

Providers
Design, Acquire, Build, Maintain

System Centers PEOs

Resources
$

Enterprise Construct

Overview

- History of Goldwater-Nichols
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- What is an "Enterprise"
- **Key people**
  - **Engineering Duty Admirals**

EDO Flag Officers

Vice Admiral Wolfe
Director, SSP

Vice Admiral Downey
Commander, NAVSEA

Rear Admiral Anderson
PEO SHIPS

Rear Admiral Greene
CNRMC

Rear Admiral Moton
PEO Carriers

Rear Admiral Okano
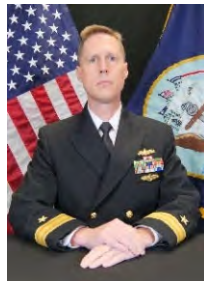COMNAVWAR

Rear Admiral Rothenhaus
ONR

Rear Admiral Williams
Dir for Test, MDA

Rear Admiral Rucker
PEO, Attack Sub

Rear Admiral Brown
SEA04

Rear Admiral Dodson
Supervision of Shipbuilding

Rear Admiral Wolfson
CFFC, N43

Rear Admiral Smith
PEO USC

Rear Admiral Richman
Deputy Director, Hypersonics, SSP

Rear Admiral Ettlich
PAC FLT N43

Rear Admiral Small
SEA05

Rear Admiral (SEL) Lannamann
SRF CO

Rear Admiral (SEL) Metcalf
Vice Commander, NAVSEA

Summary

- What Act defines our current command structure?

- What are the major components of the Department of Defense?

- What are the major components of the Department of the Navy?

Summary

- What are the two separate Chains of Command?

- What is the difference between the Numbered and Type Commanders?

- Which SECNAV Principal Advisor is EDO community closely aligned to?

- Which CNO Principle Advisors are EDO community closely aligned to?

Summary

- What do each of these terms and acronyms stand for?
  - PEO
  - DRPM
  - OPNAV
  - Echelon

- What are key functions of Commander U. S. Fleet Forces Command?

Summary

- What are the three components of the Navy Business Model?