



Department of Defense **DIRECTIVE**

NUMBER 5124.09

June 12, 2014

DA&M

SUBJECT: Assistant Secretary of Defense for Readiness and Force Management
(ASD(R&FM))

References: See Enclosure

1. **PURPOSE.** Pursuant to the authority vested in the Secretary of Defense by sections 113 and 138 of Title 10, United States Code (Reference (a)), this directive:

a. Assigns the responsibilities and functions, relationships, and authorities of the ASD(R&FM), under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness (USD(P&R)).

b. Delegates certain authorities of the USD(P&R) identified in DoD Directive (DoDD) 5124.02 (Reference (b)).

c. Incorporates and cancels Deputy Secretary of Defense Memorandum (Reference (c)) and Secretary of Defense Memorandum (Reference (d)).

d. Incorporates and cancels USD(P&R) memorandum (Reference (e)).

2. **APPLICABILITY.** This directive 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 DoD (referred to collectively in this directive as the "DoD Components").

3. **RESPONSIBILITIES AND FUNCTIONS.** The ASD(R&FM) is the principal advisor to the Secretary of Defense and the USD(P&R) on all matters relating to the areas of civilian and military personnel policies, readiness of the force, military community and family policy, Total Force planning and requirements, and transition policy. In this capacity, the ASD(R&FM):

a. Develops policies, provides advice, and makes recommendations for:

(1) The DoD Total Force and its allocation (including the apportionment of military between Active and Reserve elements) among the DoD Components, to ensure efficient and effective support of wartime and peacetime operations, missions, contingency planning, and emergency preparedness.

(2) Total Force management. This includes:

(a) The quantitative and qualitative planning for requirements and utilization of military and civilian personnel, as well as contracted services, by establishing and issuing guidance for all DoD Components regarding manpower management. Guidance includes workforce mix criteria to determine the appropriate alignment of workload among military, civilian, and contracted services.

(b) Oversight of, and guidance for, the annual inherently governmental and commercial activities inventory of civilian and military manpower and the annual inventory of contracted services.

(3) Career lifecycle management for military and civilian personnel, including joint officer management; awards and decorations; leave and liberty policy; workforce planning, recruitment, promotion, retention, personnel end strengths, assignments, education and career development; transition assistance; compensation; travel and transportation; deployments and contingency operations; performance; recognition; discipline; military and civilian personnel transition and separation; and relationships with states in furtherance of these areas.

(4) Quality of life for DoD personnel and their dependents, including commissaries, family support; chaplaincy; allowances; transition assistance; community services; dependents' education; and DoD morale, welfare, and recreation programs and non-appropriated fund revenue-generating programs, including exchanges.

(5) Total Force readiness to:

(a) Execute the National Military Strategy as defined in Joint Publication 1-02 (Reference (f)).

(b) Oversee military training and its enablers, in accordance with DoDD 1322.18 (Reference (g)) and DoDD 3200.15 (Reference (h)).

(6) Developing, maintaining, and overseeing foreign language capabilities and cultural awareness.

b. Serves on boards, committees, and other groups pertaining to assigned responsibilities and functions, and represents the Secretary of Defense on Total Force personnel, readiness, compensation, and other matters related to the ASD(R&FM) outside of the DoD.

c. Participates in planning, programming, budgeting, and execution activities that relate to assigned responsibilities and functions.

- d. Ensures that readiness and force management policies and programs are designed and managed to improve standards of performance, economy, and efficiency.
- e. Ensures that the Defense Commissary Agency and Department of Defense Education Activity, both under the authority, direction, and control of the ASD(R&FM), are attentive and responsive to the requirements of their organizational customers, both internal and external to the DoD.
- f. Participates in the Defense Acquisition Process and serves on the Defense Acquisition Board, evaluating Major Defense Acquisition Programs to ensure that Total Force manpower and training requirements are well reasoned in terms of executability, affordability, likely outcomes for readiness, and lifecycle costs.
- g. Performs such other duties as the Secretary of Defense and the USD(P&R) may prescribe.

4. RELATIONSHIPS

- a. In the performance of assigned responsibilities and functions, the ASD(R&FM), under the authority, direction, and control of the USD(P&R):
 - (1) Reports directly to the USD(P&R).
 - (2) Exercises authority, direction, and control over:
 - (a) The Director, Defense Commissary Agency.
 - (b) The Director, Department of Defense Education Activity.
 - (3) On behalf of the USD(P&R), exercises authority, direction, and control over the Armed Forces Retirement Home (AFRH) and the chief operating officer of the AFRH. Provides oversight of the AFRH trust fund, operations, quality of care, outside inspections, and accreditation.
 - (4) Coordinates and exchanges information with other OSD officials, the DoD Component heads, and federal officials having collateral or related functions.
 - (5) Uses existing systems, facilities, and services of the DoD and other federal agencies, when possible, to avoid duplication and to achieve maximum efficiency and economy.
- b. Other OSD officials and the DoD Component heads coordinate with the ASD(R&FM) on all matters under their purview, related to the responsibilities and functions assigned in this directive.

5. AUTHORITIES. The ASD(R&FM) is delegated authority to:

a. Approve and sign DoD instructions (DoDIs), DoD manuals, and directive-type memorandums, in accordance with DoDI 5025.01 (Reference (i)), that implement policy approved by the Secretary of Defense or the USD(P&R) in assigned areas of responsibility and function. Assignment of responsibilities in DoD issuances to the Military Departments will be to the Secretaries of those Departments. Assignment of responsibilities in DoD issuances to the Combatant Commanders will be coordinated with the Chairman of the Joint Chiefs of Staff.

b. Obtain reports and information, in accordance with DoDI 8910.01 (Reference (j)), as necessary, to perform assigned responsibilities and functions.

c. Communicate directly with the DoD Component heads, as necessary, to perform assigned responsibilities and functions, including requests for advice and assistance. Communications to the Military Departments will be transmitted through the Secretaries of the Military Departments, as otherwise provided in law, or as the Secretary of Defense directs in other DoD issuances. Communications to the Combatant Commanders will be in accordance with paragraph 4b(3) above the signature of DoDD 5100.01 (Reference (k)).

d. Communicate with other U.S. Government officials, members of the public, and representatives of foreign governments, as appropriate, in carrying out assigned responsibilities and functions. Communications with representatives of the Legislative Branch must be conducted through the Office of the Assistant Secretary of Defense for Legislative Affairs, except for communications with the Defense Appropriations Committees, which will be coordinated with the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense and be consistent with the DoD Legislative Program.

e. Exercise the authorities of the Secretary of Defense and the USD(P&R) to set bonuses, special and incentive pays, and allowances, pursuant to Reference (a) and Title 37, United States Code (Reference (l)).

f. Exercise the authorities of the Secretary of Defense and the USD(P&R) to appoint the chair and members of the Commissary Governing Board, established by section 2485(c) of Reference (a).

g. Exercise the authorities of the Secretary of Defense and the USD(P&R) to donate commissary food items, pursuant to section 2485(f) of Reference (a).

h. Exercise the authorities of the Secretary of Defense and the USD(P&R) with regard to the AFRH.

i. Exercise the powers of the USD(P&R) on all matters arising from the responsibilities and functions identified in this directive that are not otherwise specifically set forth in this section, except in those areas where delegation of the USD(P&R) authority is restricted by higher authority or prohibited by law.

6. **RELEASABILITY. Cleared for public release.** This directive is available on the Internet from the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

7. **EFFECTIVE DATE.** This directive:

a. Is effective June 12, 2014.

b. Will expire effective June 12, 2024 if it has not been reissued or cancelled before this date in accordance with Reference (h).

A handwritten signature in black ink, appearing to read 'R. Work', with a large, stylized initial 'R' that loops back.

Robert O. Work
Deputy Secretary of Defense

Enclosure
References
Glossary

ENCLOSURE

REFERENCES

- (a) Title 10, United States Code
- (b) DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R))," June 23, 2008
- (c) Deputy Secretary of Defense Memorandum, "Implementation Guidance Regarding the Establishment of the Office of the Assistant Secretary of Defense for Readiness and Force Management," May 23, 2011 (hereby cancelled)
- (d) Secretary of Defense Memorandum, "Delegation of Authority [Regarding the Armed Forces Retirement Home]," March 20, 2003 (hereby cancelled)
- (e) Under Secretary of Defense for Personnel and Readiness Memorandum, "Establishment of the Office of the Assistant Secretary of Defense for Readiness and Force Management," June 13, 2011 (hereby cancelled)
- (f) Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms," current edition
- (g) DoD Directive 1322.18, "Military Training," January 13, 2009
- (h) DoD Directive 3200.15, "Sustaining Access to the Live Training and Test Domain," December 18, 2013
- (i) DoD Instruction 5025.01, "DoD Issuances Program," June 6, 2014
- (j) DoD Instruction 8910.01, "Information Collection and Reporting," May 19, 2014
- (k) DoD Directive 5100.01, "Functions of the Department of Defense and Its Major Components," December 21, 2010
- (l) Title 37, United States Code

GLOSSARY

PART I. ACRONYMS AND ABBREVIATIONS

AFRH	Armed Forces Retirement Home
ASD(R&FM)	Assistant Secretary of Defense for Readiness and Force Management
DoDD	DoD Directive
DoDI	DoD Instruction
USD(P&R)	Under Secretary of Defense for Personnel and Readiness

PART II. DEFINITIONS

These terms and their definitions are for the purposes of this directive.

Reserve Components. Refers collectively to the Army National Guard of the United States, the Army Reserve, the Navy Reserve, the Marine Corps Reserve, the Air National Guard of the United States, the Air Force Reserve, and the Coast Guard Reserve, when the Coast Guard is operating as a Service of the Department of the Navy.

Total Force. The organizations, units, and individuals that comprise DoD resources for implementing the National Security Strategy. It includes DoD Active and Reserve military personnel, DoD civilian personnel (including foreign national direct- and indirect-hires, as well as non-appropriated fund employees), contracted support, and host-nation support personnel.