



DoD DIRECTIVE 5124.10

ASSISTANT SECRETARY OF DEFENSE FOR MANPOWER AND RESERVE AFFAIRS (ASD(M&RA))

Originating Component: Office of the Chief Management Officer

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Approved by: Patrick M. Shanahan, Deputy Secretary of Defense

Purpose: Pursuant to the authority vested in the Secretary of Defense by Sections 113 and 138 of Title 10, United States Code (U.S.C.), this issuance:

- Assigns the responsibilities and functions, relationships, and authorities of the ASD(M&RA), under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness (USD(P&R)).
- Delegates certain authorities of the USD(P&R) identified in DoD Directive (DoDD) 5124.02.
- Establishes the ASD(M&RA) as the successor in part to the Assistant Secretary of Defense for Reserve Affairs (ASD(RA)) with respect to the responsibilities and functions identified in Section 2 of this directive.
- Establishes the ASD(M&RA) as the successor in part to the Assistant Secretary of Defense for Readiness and Force Management (ASD(R&FM)) with respect to the responsibilities and functions identified in Section 2 of this directive.

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SECTION 1: GENERAL ISSUANCE INFORMATION

APPLICABILITY. This issuance 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 issuance as the “DoD Components”).

SECTION 2: RESPONSIBILITIES AND FUNCTIONS

The ASD(M&RA) is the principal advisor to the Secretary of Defense and the USD(P&R) on all matters related to manpower and reserve affairs, to include civilian and military personnel policies; military community and family policy; Total Force manpower, requirements, and resources; and Reserve Component integration. In this capacity, the ASD(M&RA):

- a. Develops policies, plans, and programs; conducts analysis; provides advice; and makes recommendations to the Secretary of Defense and the USD(P&R).
- b. Issues guidance to the DoD Components on matters pertaining to personnel, the military community and families, the Reserve Components, and the Total Force.
- c. Develops systems and standards for administering, managing, or overseeing approved manpower and reserve affairs plans and programs.
- d. Develops and issues plans, programs, actions, and tasks to ensure adherence to DoD policies and national security objectives to promote the effective integration of all DoD Component capabilities into a cohesive Total Force.
- e. Reviews and evaluates programs of the DoD Components that have an impact on the components of the Total Force; monitors the activities of components of the Total Force; and undertakes other management oversight activities, as may be required, to ensure that policies, plans, programs, and activities pertaining to the components of the Total Force:
 - (1) Adhere to approved DoD policies and standards.
 - (2) Are compatible with and support Total Force objectives and requirements.
 - (3) Make the most effective use of all components within the Total Force.
- f. Develops policies, plans, and programs for the Total Force and its allocation among the DoD Components, and between the Active and Reserve Components, to ensure efficient and effective support of wartime and peacetime operations, contingency planning, and preparedness.
- g. Issues guidance for establishing the quantitative and qualitative requirements, utilization, and management of military and civilian personnel, as well as contracted services, for all DoD Components. Guidance includes workforce mix criteria to determine the appropriate alignment of workload among military (Active Component and Reserve Component), civilian, and contracted services.
- h. Oversees and issues guidance for assessments of inherently governmental and commercial activities inventories of civilian and military manpower and inventories of contracted services.

i. Oversees career lifecycle management for military and civilian personnel, including all workforce planning, recruitment, promotion, retention, personnel end strengths, assignments, career development, and talent management; compensation; travel and transportation; recognition; discipline; and retirements and separations for military personnel (Active and Reserve Component and retired) and civilian employees.

j. Provides guidance for implementing policies and executing responsibilities related to the U.S. Military Entrance Processing Command, in accordance with DoDD 1145.02E.

k. Provides personnel and compensation policy guidance to the Defense Finance and Accounting Service pertaining to the pay, personnel, and travel and transportation policy and procedures applicable across the career lifecycle of military and civilian personnel, and exercises policy approval for these changes to DoD 7000.14-R.

l. Develops policy and oversees quality of life programs for DoD personnel, their families or surviving family members, including: commissaries; family readiness, support, and well-being, including child and youth services, family advocacy, spouse employment, and family members with special needs; chaplaincy; allowances; community services; dependents' education; morale, welfare, and recreation programs; special events; lodging; and nonappropriated fund instrumentalities, including supplemental mission funds and special purpose central funds.

m. Develops policy for, and provides oversight of, casualty and mortuary affairs programs and services and assistance to survivors; the conduct of military funeral honors for all uniformed service members and veterans; burial accountability and care and maintenance of all DoD cemeteries; and the accounting and reporting of specified DoD-affiliated personnel, within the continental United States and outside the continental United States, following a natural or manmade disaster.

n. Serves as the DoD senior official to oversee the operations of the Defense Commissary System and the Defense Exchange System. Appoints the chair and members of the Executive Resale Board, in accordance with Section 2481 of Title 10, U.S.C.

o. Exercises 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 of Title 10, U.S.C.

p. Promotes the coordination, cooperation, and mutual understanding of the Reserve Components within the DoD, and other federal agencies, State and local governments, the civilian community at large, and the employers of the Reserve Component personnel.

q. Oversees the integration of reserve affairs across the DoD and coordinates and advises on all Reserve Component matters to include:

(1) Serving as DoD focal point for ensuring the integration and accountability of all Reserve Component matters managed across the Office of the USD(P&R) and DoD.

(2) Promoting coordination, cooperation, and mutual understanding, consistent with Section 10301 of Title 10, U.S.C., with the Reserve Forces Policy Board, and reviewing reports

of the Reserve Forces Policy Board as they are sent to the Secretary of Defense and the USD(P&R), while carefully preserving the independent voice of the Board.

r. Coordinates with the Chief, National Guard Bureau, and the Assistant Secretary of Defense for Homeland Defense and Global Security, in consultation with the Secretaries of the Army and the Air Force, in developing statutory changes, policies, and procedures affecting federally-funded National Guard forces under State Governor Command, in accordance with DoDD 5105.77.

s. Develops policy for, and provides Department-wide program oversight of, Family and Employer Support of the Guard and Reserve and the Yellow Ribbon Reintegration Programs; the Transition Assistance Program, including the Transition Goals, Planning, Success curriculum, and Service member career readiness; the Federal Voting Assistance Program; and the Computer/Electronic Accommodation Program.

t. Participates in the Defense Acquisition Process and serves on the Defense Acquisition Board, evaluating Major Defense Acquisition Programs to ensure that Total Force manpower requirements are well reasoned in terms of executability, affordability, and lifecycle costs.

u. Serves as a liaison to boards, committees, and other groups pertaining to assigned responsibilities and functions, and represents the Secretary of Defense and the USD(P&R) on matters related to the ASD(M&RA) outside of the DoD.

v. Participates in Planning, Programming, Budgeting, and Execution activities that relate to assigned responsibilities and functions.

w. Performs such other duties as the Secretary of Defense or the USD(P&R) may prescribe.

SECTION 3: RELATIONSHIPS

3.1. ASD(M&RA). In performing his or her assigned responsibilities and functions, the ASD(M&RA):

- a. Reports directly to the USD(P&R).
- b. Coordinates with the Assistant Secretary of Defense for Readiness, the Assistant Secretary of Defense for Health Affairs, and the Director, Department of Defense Human Resources Activity, on matters associated with their respective assigned responsibilities and functions and authorities related to the Reserve Components.
- c. Exercises authority, direction, and control over:
 - (1) The Director, Defense Commissary Agency.
 - (2) The Director, Department of Defense Education Activity.
- d. Coordinates and exchanges information with other OSD officials, DoD Component heads, and officials of other federal agencies that have collateral or related responsibilities and functions.

3.2. OSD PRINCIPAL STAFF ASSISTANTS AND DOD COMPONENT HEADS. The OSD Principal Staff Assistants and DoD Component heads coordinate with the ASD(M&RA) on all matters under their respective purviews related to the authorities, responsibilities, and functions assigned in this issuance.

SECTION 4: AUTHORITIES

The ASD(M&RA) is delegated authority to:

a. Serve as successor in part to the ASD(RA) for the functional areas identified in Section 2 of this directive and, for those functional areas, exercise authorities delegated to the ASD(RA) in other issuances or memoranda.

b. Serve as successor in part to the ASD(R&FM) for the functional areas identified in Section 2 of this directive and, for those functional areas, exercise authorities delegated to the ASD(R&FM) in other issuances or memoranda.

c. Exercise the authorities of the Secretary of Defense and the USD(P&R) to set and administer special and incentive pays; bonuses; retired and retainer pay and annuities; and other pays, allowances, gratuities, and benefits for members of the Armed Forces, retirees, and their dependents and survivors, pursuant to Titles 10, 26, and 37, U.S.C.

d. Exercise the authorities of the Secretary of Defense and the USD(P&R) to donate commissary food items, pursuant to Section 2485(f) of Title 10, U.S.C.

e. Act on behalf of the Secretary of Defense, pursuant to Section 115 of Title 10, U.S.C., regarding varying the authorized end strength for the Military Services.

f. Approve and sign DoD manuals and directive-type memorandums, in accordance with DoD Instruction (DoDI) 5025.01, that implement policy approved by the Secretary of Defense or the USD(P&R) in the ASD(M&RA)'s assigned areas of responsibilities and functions. The ASD(M&RA) will:

(1) Assign responsibilities in DoD issuances for the Military Departments to the Secretaries of those Departments.

(2) Coordinate with the Chairman of the Joint Chiefs of Staff when assigning responsibilities in DoD issuances to the Combatant Commanders.

g. Obtain reports and information, as necessary to perform assigned responsibilities and functions, in accordance with DoDI 8910.01.

h. Communicate directly with other OSD officials and the DoD Component heads, as necessary, to perform assigned responsibilities and functions, including requests for advice and assistance by the ASD(M&RA). Communications to the Military Departments are 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 must be in accordance with DoDD 5100.01.

i. Communicate with other U.S. Government officials, State and local officials, members of the public, and representatives of foreign governments, as appropriate, in carrying out the ASD(M&RA)'s responsibilities and functions. The ASD(M&RA) must communicate with

representatives of the Legislative Branch through the Office of the Assistant Secretary of Defense for Legislative Affairs, except for communications with the Defense Appropriations Committees, which the ASD(M&RA) will coordinate with the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense. Communications will comply with the DoD Legislative Program.

j. Use existing systems, facilities, and services of the DoD and other federal agencies, to avoid duplication of effort and to achieve maximum efficiency and economy.

k. Enter into support agreements with other federal agencies, as necessary, to perform assigned responsibilities and functions, in accordance with DoDI 4000.19.

l. Arrange for DoD participation in those non-defense governmental programs for which the ASD(M&RA) has been assigned primary responsibility.

m. 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 USD(P&R) authority is restricted by higher authority or prohibited by law.

GLOSSARY

G.1. ACRONYMS.

ASD(M&RA)	Assistant Secretary of Defense for Manpower and Reserve Affairs
ASD(RA)	Assistant Secretary of Defense for Reserve Affairs
ASD(R&FM)	Assistant Secretary of Defense for Readiness and Force Management
DoDD	DoD directive
DoDI	DoD instruction
U.S.C.	United States Code
USD(P&R)	Under Secretary of Defense for Personnel and Readiness

G.2. DEFINITIONS. These terms and their definitions are for the purpose of this issuance.

compensation. Special and incentive pays, bonuses, retired and retainer pays and annuities, and other pays, allowances, and gratuities, as well as other monetary and non-monetary benefits for members of the Active and Reserve Components, retired members, survivors, dependents, and civilian employees.

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 Component military personnel, DoD civilian personnel (including foreign national direct- and indirect-hires, as well as nonappropriated fund employees), DoD retirees, contracted support, host nation support personnel, and volunteers.

REFERENCES

- DoD 7000.14-R, “Department of Defense Financial Management Regulation (DoD FMR),” current edition
- DoD Directive 1145.02E, “United States Military Entrance Processing Command (USMEPCOM),” October 18, 2012
- DoD Directive 5100.01, “Functions of the Department of Defense and Its Major Components,” December 21, 2010
- DoD Directive 5105.77, “National Guard Bureau (NGB),” October 30, 2015, as amended
- DoD Directive 5124.02, “Under Secretary of Defense for Personnel and Readiness (USD(P&R)),” June 23, 2008
- DoD Instruction 4000.19, “Support Agreements,” April 25, 2013, as amended
- DoD Instruction 5025.01, “DoD Issuances Program,” August 1, 2016, as amended
- DoD Instruction 8910.01, “Information Collection and Reporting,” May 19, 2014
- United States Code, Title 10
- United States Code, Title 26
- United States Code, Title 37