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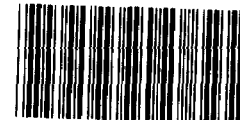
FEDERAL PERSONNEL AND
COMPENSATION DIVISION

B-210988 **RESTRICTED** — Not to be released outside the General Accounting Office except on the basis of specific approval by the Office of Congressional Relations.

MAY 6, 1983

RELEASED

The Honorable William V. Roth, Jr.
Chairman, Committee on Governmental
Affairs
United States Senate



121537

Dear Mr. Chairman:

Subject: Staffing Data for Department of Defense
Top Management Headquarters Organizations
(GAO/FPCD-83-29)

On May 4, 1982, you requested that we provide staffing data from 1950 through 1983 for Department of Defense (DOD) top management headquarters organizations. You also wanted to know whether any previous studies had dealt with the issue of excessive staffing at DOD headquarters. We provided you with copies of reports by GAO and others on the staffing levels of DOD headquarters organizations. One of the GAO reports, "Suggested Improvements in Staffing and Organization of Top Management Headquarters in the Department of Defense" (FPCD-76-35, Apr. 20, 1976), contained DOD top management headquarters staffing data from 1950 through 1975.

During subsequent discussions with your office, we agreed to provide you with (1) a year-by-year update of the staffing data for fiscal years 1975 through 1982, (2) our analysis of staffing trends for DOD top management headquarters organizations during those fiscal years, and (3) DOD's explanations of significant staffing changes in its top management headquarters organizations since 1975.

For fiscal years 1975 through 1982, enclosure I contains (1) military and civilian staffing levels for each of DOD's top management headquarters organizations, (2) top management staff as a percentage of total staff for DOD management headquarters organizations, and (3) changes in staffing levels at management headquarters organizations for selected periods. Enclosure II summarizes DOD's explanations for significant changes in its top management staffing levels during this period. Enclosure III contains charts and graphs showing civilian and military

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staffing levels between 1950 and 1983 for DOD's top management headquarters organizations. The charts and graphs also compare top management staffs among the Office of the Secretary of Defense (OSD) and the Services and as a percentage of each organization's total personnel. Enclosure IV provides a list of reports on the management and organization of DOD headquarters operations.

OBJECTIVES, SCOPE, AND METHODOLOGY

Our objectives were to (1) update staffing data for DOD top management headquarters and the Office of the Joint Chiefs of Staff that GAO had included in its April 20, 1976, report, (2) analyze staffing trends of DOD top management headquarters organizations for fiscal years 1975-1982, and (3) obtain DOD's explanations of any significant changes in staffing patterns from 1975 through 1982. We discussed the explanations of significant changes with DOD officials and grouped these explanations into nine common categories. Staffing changes were considered significant if they caused a 5 percent or more fluctuation in staffing levels.

DOD officials reviewed their records and files to reconstruct the reasons for significant staffing changes between fiscal years 1975 and 1982. In those instances where "documented evidence" was not available or incomplete, DOD consulted knowledgeable officials to obtain their explanations for the changes.

DOD provided us with staffing data and, as agreed with your office, the information was accepted without independent verification by our staff. The DOD top management headquarters data provided represents about one-fourth of the personnel DOD accounts for as management headquarters and management headquarters immediate support staff. DOD reported the actual number of top management headquarters staff on board for fiscal years 1975-1981. Although in some instances the 1982 statistics were estimates, according to DOD, this data provides a relatively accurate picture of 1982 staffing levels. The 1983 fiscal year staffing data provided in enclosure III represent authorized positions rather than actual personnel. Therefore, we did not use 1983 data in our analyses of staffing trends for management headquarters organizations.

DOD officials provided information for the same top level organizations covered in our 1976 report. These organizations include OSD; the Secretaries of the Air Force, Army, and Navy, and their immediate support staffs (including the offices of the

Army and Air Force Chiefs of Staff and the Chief of Naval Operations); and the Headquarters, Marine Corps. Thus, we are able to provide a basis for comparison and a historical perspective on top-level staffing trends in DOD.

Because of the quasi-military management functions of the Office of the Joint Chiefs of Staff (OJCS), as requested by your office, we obtained OJCS staffing data and presented it separately from total DOD top management headquarters organizations.

We reviewed studies commissioned by past Administrations and Secretaries of Defense, GAO reports, and other independent studies on the management and organization of DOD headquarters operations.

Our review was performed in accordance with generally accepted Government audit standards.

On the following pages, we present background information on DOD's system for reporting management staffing data, along with our analysis of the data collected.

BACKGROUND

In 1972, the House Committee on Appropriations, citing its concern that the size of DOD's headquarters staff was not accurately reported, instructed the Secretary of Defense to establish (1) a DOD-wide definition of headquarters activities, (2) an OSD-approved list of components of DOD headquarters, and (3) a method of accounting for staffing spaces authorized for management functions at headquarters.

In 1975, DOD implemented the required system for identifying and managing the number and size of management headquarters and headquarters support activities under Directive 5100.73. In 1981, the Directive was amended and more precise criteria were provided for the operation of the system. The system provides detailed reports, primarily for internal administrative use, and summary reports that are sent to the Congress and the President.

TRENDS IN DOD TOP MANAGEMENT STAFFING

In fiscal year 1982, DOD's top management headquarters organizations had an estimated staff totalling 17,764 civilian and military personnel. In fiscal year 1975, the total was 17,833 personnel.

Our review of the staffing data provided by DOD for fiscal years 1975 through 1982 showed that:

- DOD's staffing levels for top management headquarters organizations decreased by 3,161 between fiscal years 1975 and 1978. However, starting in fiscal year 1978 and continuing through 1982, staffing increased by 3,092-- almost to the same level as in fiscal year 1975 (see enc. I, p. 4).
- The percentage of civilian and military personnel in all of DOD's top management headquarters organizations in relation to DOD's total civilian and military personnel has remained relatively constant, never exceeding 0.8 percent. Since 1975, the percentage has fluctuated between 0.48 and 0.58 percent (see enc. III, p. 15). During this same period, the percentage of personnel within individual top management headquarters organizations was also relatively constant when compared to DOD's total number of headquarters personnel (see enc. I, p. 3).
- The total number of civilians in top management headquarters organizations decreased between fiscal years 1975 and 1978, but it increased sharply (by about 16 percent) between fiscal years 1980 and 1982, nearly back to the 1975 level; however, the civilian percentage of the total number of personnel in top management headquarters organizations continued to decline through fiscal year 1981 then increased slightly in fiscal year 1982 (see enc. I, p. 1).
- The total top management headquarters staff of OSD and Navy and Marine Corps in fiscal year 1982 was higher than the staffing levels in fiscal year 1975. By the same comparison, the Army and Air Force showed overall declines in the total number of top-management staff (see enc. I, p. 1).

REASONS FOR MAJOR
STAFFING FLUCTUATIONS
IN TOP MANAGEMENT

From fiscal years 1975 to 1982, staffing levels in top management headquarters organizations fluctuated for a variety of reasons. The major reasons were changes in the definition of

management headquarters, reductions in personnel, and transfers of programs (see enc. II, p. 5).

According to information provided by DOD, changes in the DOD Directive 5100.73 definition of management headquarters accounted for an increase of about 2,100 personnel. In March 1981, DOD clarified the criteria for determining when to include an immediate support organization as part of the management headquarters group. Under this more specific guidance, DOD categorized more support organizations as part of management headquarters. The transfer of programs from other DOD components to top management headquarters organizations and the establishment of new programs resulted in other staff increases of almost 1,700 personnel. (See enc. II, p. 5.)

Since fiscal year 1975, there have also been staffing level decreases in top management headquarters organizations with the most significant decrease occurring between fiscal years 1976 and 1978. Almost 2,100 personnel were lost from across-the-board headquarters cutbacks imposed by the Secretary of Defense, presidential budget reductions, and personnel freezes. In addition, approximately 1,600 personnel were transferred out of top management headquarters organizations to other organizations within DOD. (See enc. II, p. 5.)

OSD

Staff in OSD decreased from 2,253 in fiscal year 1975 to 1,866 in fiscal year 1978, primarily due to (1) the transfer of programs to other DOD components in fiscal years 1977 and 1978 and (2) Secretary of Defense directed staff reductions in fiscal year 1977 (see enc. II, p. 6).

OSD's staff increased to 2,309 in fiscal year 1982, 56 more than in 1975 (see enc. I., p. 8). According to OSD officials, the rise was due primarily to program growth in the Offices of the Under Secretary of Defense for Research and Engineering and the establishment of the Office of the Assistant to the Secretary of Defense for Review and Oversight.

Army

At headquarters, top management staffing for the Department of the Army declined from 5,277 in fiscal year 1975 to 4,079 by the end of fiscal year 1978 (see enc. I, p. 8). The largest reductions took place in the Office of the Army Chief of Staff and its immediate support groups. The staffing decreases-- which, according to the Department, were directed by the

Secretary of Defense--were achieved by transferring certain positions to nonheadquarters field operations and by attrition.

Then, from fiscal years 1978 to 1982, Army's top management headquarters organizations increased staff by 986 (see enc. I, p. 4). According to information provided by the Army, most of the increase resulted from the 1981 revision of DOD Directive 5100.73, which categorized a number of existing organizations as management headquarters organizations (see enc. II, p. 3). For example, the Concepts Analysis Agency and Headquarters Medical Research and Development Command were designated as management headquarters organizations; they were previously reported as nonheadquarters organizations. As a result of the 1981 revision, Army's top management gained 815 positions, all located within organizations providing immediate support to the headquarters Office of the Chief of Staff.

Air Force

Air Force top management headquarters organizations, like the Army, lost more than 1,300 personnel between fiscal years 1975 and 1978. This decrease resulted mainly from the staffing reductions directed by the Secretary of Defense and the transfer of programs to nonheadquarters organizations. (See enc. II, p. 8.)

Then, between fiscal years 1978 and 1982, the staff size of Air Force top management headquarters organizations increased by 958 (see enc. I, p. 8). Significant increases were due to the transfer of programs from other DOD components to top management organizations. Here again, the revised DOD Directive 5100.73 accounted for significant changes in staff sizes (see enc. II, p. 8). For example, the Air Force Data Services Center was categorized as a management headquarters support activity, thus increasing Air Force top level staffing by 660 positions.

Navy and Marine Corps

The Navy and Marine Corps reduced their staff by 269 between fiscal years 1975 and 1978 (see enc. I, p. 8) with the largest reductions occurring in 1977. The transfer of selected financial and automated data processing activities to the field, in addition to the Secretary of Defense directed staff reductions accounted for most of the staff decrease in fiscal year 1977.

Then, between 1978 and 1982, the staff increased by 705 (see enc. I, p. 8). This increase, according to Navy officials,

was primarily the result of authorized changes in the definition of management headquarters (see enc. II, p. 9). For example, in fiscal years 1980-1982, the Navy and Marine Corps gained 775 positions and lost 265 positions because the definition changed. About 530 of the positions gained involved personnel assigned to the Navy Regional Data Automation Center which previously had been accounted for as a nonheadquarters activity.

Additional staff increases occurred with the 1981 reorganization of the Office of the Chief of Naval Operations; the consolidation of selected civilian personnel, finance, and accounting activities; and the establishment of a new program within top management headquarters organizations.

CIVILIAN AND MILITARY STAFF LEVELS

From fiscal years 1975 to 1980, the total number of civilian personnel in DOD's top management headquarters organizations decreased from 10,045 to 8,095. However, since fiscal year 1980, the number of civilians has grown sharply, to 8,621 in 1981 and 9,409 in 1982 (see enc. I, p. 1).

In fiscal year 1975, civilian personnel accounted for a little over 56 percent of staff in DOD's top management organizations; in fiscal year 1982, this percentage declined to 53 percent.

The decrease in percentage of civilian personnel occurred in OSD and in each of the Services, most notably in the Navy and Marine Corps, which dropped from 51.2 percent in 1975 to 46.4 percent in 1982. According to DOD officials, decreases in civilian personnel were not due to any concerted efforts by top management headquarters organizations to reduce the percentage of civilian personnel. However, DOD officials did point out that the freeze on authorized civilian positions--with no comparable restriction on military positions--may have had some effect on the decline.

We believe that the removal of predominantly civilian organizations from headquarters--while retaining military-dominated ones--may also have affected the percentage of civilians in top management. For example, centralizing the Navy's automated data processing payment support activities and classifying them as nonheadquarters field activities during 1976-1977 decreased civilian top management by approximately 100 positions. There was no comparable decrease in military positions.

During the same period of time--fiscal years 1975 through 1982--the percent of military personnel in DOD top management headquarters organizations increased steadily from 43.7 percent in fiscal year 1975 to 47.8 percent in fiscal year 1981 then dropped slightly to 47.0 percent in fiscal year 1982. In total numbers, military personnel in top management headquarters organizations decreased from 7,788 in fiscal year 1975 to 6,694 in fiscal year 1978 and increased from 6,924 in fiscal year 1979 to 8,355 in fiscal year 1982 (see enc. I, p. 1).

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At meetings with your office, we discussed a number of broad issues concerning DOD management operations. The data presented in this report does not address the issues raised by representatives of your office such as:

- To what extent does excessive overlap and duplication occur (1) within and among OSD, the Services, and OJCS or (2) between civilian and military staffs?
- Is the span of control too cumbersome for the Secretary of Defense to manage efficiently and effectively?
- Does competition for resources and control exist among OSD, the Services, and OJCS? If so, are there merits to this competition or does it adversely impact on the management of DOD's administrative activities?
- What significance does the size and structure of DOD top management organizations have in relationship to the efficient administration of DOD as a whole and within OSD and each of the Services?

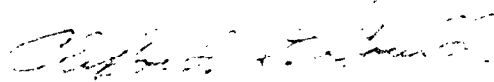
You may wish to pursue these issues with OSD and the Services. In addition, as agreed, we will apprise your office of our plans to initiate any future studies dealing with these issues.

We did not obtain DOD comments on this report. As arranged with your office, unless you publicly announce its contents earlier, we plan no further distribution of this report until 30

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days from the date of the report. At that time, we will send copies to interested parties and make copies available to others upon request.

Sincerely yours,



Clifford I. Gould
Director

Enclosures

NUMBER AND PERCENTAGE OF CIVILIAN AND MILITARY

PERSONNEL IN DOD TOP MANAGEMENT

FOR FISCAL YEARS 1975 THROUGH 1982

	1975		1976		1977		1978		1979		1980		1981		1982 estimate	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
OSD:																
Civilian	1,697	75.3	1,691	74.6	1,483	73.4	1,389	74.4	1,500	75.0	1,549	75.0	1,546	70.8	1,649	71.4
Military	556	24.7	576	25.4	538	26.6	477	25.6	500	25.0	517	25.0	637	29.2	660	28.6
Total	<u>2,253</u>		<u>2,267</u>		<u>2,021</u>		<u>1,866</u>		<u>2,000</u>		<u>2,066</u>		<u>2,183</u>		<u>2,309</u>	
Army:																
Civilian	3,195	60.5	3,189	61.0	3,036	60.0	2,354	57.7	2,319	56.8	2,272	54.9	2,301	54.7	2,915	57.6
Military	2,082	39.5	2,035	39.0	2,026	40.0	1,725	42.3	1,764	43.2	1,863	45.1	1,902	45.3	2,150	42.4
Total	<u>5,277</u>		<u>5,224</u>		<u>5,062</u>		<u>4,079</u>		<u>4,083</u>		<u>4,135</u>		<u>4,203</u>		<u>5,065</u>	
Air Force:																
Civilian	2,529	48.9	2,305	47.7	2,024	48.1	1,811	46.8	1,903	45.6	2,011	47.3	2,264	46.9	2,263	46.9
Military	2,646	51.1	2,532	52.3	2,187	51.9	2,057	53.2	2,272	54.4	2,240	52.7	2,562	53.1	2,563	53.1
Total	<u>5,175</u>		<u>4,837</u>		<u>4,211</u>		<u>3,868</u>		<u>4,175</u>		<u>4,251</u>		<u>4,826</u>		<u>4,826</u>	
Navy/Marine Corps:																
Civilian	2,624	51.2	2,636	50.7	2,317	48.9	2,424	49.9	2,332	49.4	2,263	47.4	2,510	47.2	2,582	46.4
Military	2,504	48.8	2,562	49.3	2,422	51.1	2,435	50.1	2,388	50.6	2,511	52.6	2,806	52.8	2,982	53.6
Total	<u>5,128</u>		<u>5,198</u>		<u>4,739</u>		<u>4,859</u>		<u>4,720</u>		<u>4,774</u>		<u>5,316</u>		<u>5,564</u>	
Total:																
Civilian	10,045	56.3	9,821	56.0	8,860	55.3	7,978	54.4	8,054	53.8	8,095	53.2	8,621	52.2	9,409	53.0
Military	<u>7,788</u>	43.7	<u>7,705</u>	44.0	<u>7,173</u>	44.7	<u>6,694</u>	45.6	<u>6,924</u>	46.2	<u>7,131</u>	46.8	<u>7,907</u>	47.8	<u>8,355</u>	47.0
Grand Total	<u>17,833</u>		<u>17,526</u>		<u>16,033</u>		<u>14,672</u>		<u>14,978</u>		<u>15,226</u>		<u>16,528</u>		<u>17,764</u>	

ENCLOSURE I

ENCLOSURE I

NUMBER AND PERCENTAGE OF CIVILIAN AND MILITARY PERSONNEL

IN THE OFFICE OF THE JOINT CHIEFS OF STAFF

FOR FISCAL YEARS 1975 THROUGH 1982

	<u>1975</u>		<u>1976</u>		<u>1977</u>		<u>1978</u>		<u>1979</u>		<u>1980</u>		<u>1981</u>		<u>1982 estimate</u>	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
Civilian	349	23.4	306	22.6	280	21.9	270	21.7	261	20.8	260	20.1	281	21.3	277	20.5
Military	<u>1,141</u>	76.6	<u>1,049</u>	77.4	<u>999</u>	78.1	<u>976</u>	78.3	<u>996</u>	79.2	<u>1,031</u>	79.9	<u>1,039</u>	78.7	<u>1,077</u>	79.5
Total	<u>1,490</u>		<u>1,355</u>		<u>1,279</u>		<u>1,246</u>		<u>1,257</u>		<u>1,291</u>		<u>1,320</u>		<u>1,354</u>	

DOD COMPONENT TOP MANAGEMENT STAFF
AS A PERCENTAGE OF TOTAL DOD TOP MANAGEMENT
FOR FISCAL YEARS 1975 THROUGH 1982

	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>	<u>1982</u> <u>estimate</u>
Total top management personnel	<u>17,833</u>	<u>17,526</u>	<u>16,033</u>	<u>14,672</u>	<u>14,978</u>	<u>15,226</u>	<u>16,528</u>	<u>17,764</u>
OSD total	2,253	2,267	2,021	1,866	2,000	2,066	2,183	2,309
Percentage of total	13%	13%	13%	13%	13%	14%	13%	13%
Army total	5,277	5,224	5,062	4,079	4,083	4,135	4,203	5,065
Percentage of total	30%	30%	32%	28%	27%	27%	25%	29%
Air Force total	5,175	4,837	4,211	3,868	4,175	4,251	4,826	4,826
Percentage of total	29%	28%	26%	26%	28%	28%	29%	27%
Navy/Marine Corps	5,128	5,198	4,739	4,859	4,720	4,774	5,316	5,564
Percentage of total	29%	30%	30%	33%	32%	31%	32%	31%

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ENCLOSURE I

ENCLOSURE I

CHANGES IN TOP MANAGEMENT HEADQUARTERS STAFFING LEVELS
FOR FISCAL YEARS 1975 THROUGH 1978 AND
FISCAL YEARS 1978 THROUGH 1982

	<u>1975</u>	<u>1978</u>	<u>1978-1975</u>	<u>1978</u>	<u>1982</u> <u>estimate</u>	<u>Difference</u>
OSD:						
Civilian	1,697	1,389	(308)	1,389	1,649	260
Military	<u>556</u>	<u>477</u>	<u>(79)</u>	<u>477</u>	<u>660</u>	<u>183</u>
Total	2,253	1,866	(387)	1,866	2,309	443
ARMY:						
Civilian	3,195	2,354	(841)	2,354	2,915	561
Military	<u>2,082</u>	<u>1,725</u>	<u>(357)</u>	<u>1,725</u>	<u>2,150</u>	<u>425</u>
Total	5,277	4,079	(1,198)	4,079	5,065	986
AIR FORCE:						
Civilian	2,529	1,811	(718)	1,811	2,263	452
Military	<u>2,646</u>	<u>2,057</u>	<u>(589)</u>	<u>2,057</u>	<u>2,563</u>	<u>506</u>
Total	5,175	3,868	(1,307)	3,868	4,826	958
NAVY/MARINE CORPS:						
Civilian	2,624	2,424	(200)	2,424	2,582	158
Military	<u>2,504</u>	<u>2,435</u>	<u>(69)</u>	<u>2,435</u>	<u>2,982</u>	<u>547</u>
Total	5,128	4,859	(269)	4,859	5,564	705
TOTAL:						
Civilian	10,045	7,978	(2,067)	7,978	9,409	1,431
Military	<u>7,788</u>	<u>6,694</u>	<u>(1,094)</u>	<u>6,694</u>	<u>8,355</u>	<u>1,661</u>
Grand Total	<u>17,833</u>	<u>14,672</u>	<u>(3,161)</u>	<u>14,672</u>	<u>17,764</u>	<u>3,092</u>

DOD'S EXPLANATION FOR SIGNIFICANT
INCREASES/DECREASES IN TOP MANAGEMENT STAFFING LEVELS
FY 1975-82 1/

Explanation	Secretary of Defense	Army	Air Force	Navy/ Marine Corps	Total staff involved 2/	Percent of total staff involved
Definition of head- quarters manage- ment changed	+80	+815	+660	+805 -265	+2,360 -265	28.6
Size of staff decreased	-140	-1134	-553	-276	-2,103	22.9
Programs transferred from headquarters to other DOD components	-261	-39	-839	-460	-1,599	17.4
Programs transferred from other DOD components to head- quarters	-	+117	+635	+306	+1,058	11.5
New programs established	+50	-	+517	+61	+628	6.8
Size of staff in- creased with no change in program	-	+99	-	+259	+358	3.9
Programs eliminated	-	-	-351	-	-351	3.8
Scope of existing programs broadened	+145	-	-	-	+145	1.6
Other 3/	-	+14 -30	-27	+89 -58 -103	+103 -218	3.5
Net results	-126	-158	+42	+358	+116	-
Staff involved	676	2,248	3,582	2,682	9,188	100

1/ We considered as significant all staffing changes that exceeded 5 percent of existing staffing levels.

2/ DOD estimated the number of staff affected in instances where precise numbers were not available.

3/ Includes statistical errors, shortfalls, changes as a result of multiple reasons, and unexplained statistical changes.

OFFICE OF THE SECRETARY OF DEFENSE
EXPLANATION FOR SIGNIFICANT
INCREASES/DECREASES IN TOP MANAGEMENT STAFFING
FY 1975-82 1/

Explanation	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82 estimate	Total Staff involved 2/	Percent staff involved
Definition of head- quarters manage- ment changed	-	-	-	-	-	-	+80	+80	11.8
Size of staff decreased		-140		-	-	-	-	-140	20.7
Programs transferred from headquarters to other DOD components	-	-106	-155	-	-	-	-	-261	38.6
Programs transferred from other DOD components to head- quarters	-	-	-	-	-	-	-	-	-
New programs established	-	-	-	+50	-	-	-	+50	7.4
Size of staff in- creased with no change in program	-	-	-	-	-	-	-	-	4.4
Programs eliminated	-	-	-	-	-	-	-	-	-
Scope of existing programs broadened	-	-	-	+61	-	-	+84	+145	21.4
Other 3/	-	-	-	-	-	-	-	-	-
Net results	-	-246	-155	+111	-	-	+164	-126	-
Staff involved	-	246	155	111	-	-	164	676	99.9

1/ We considered as significant all staffing changes that exceeded 5 percent of existing staffing levels.

2/ DOD estimated the number of staff affected in instances where precise numbers were not available.

3/ Includes statistical errors, shortfalls, changes as a result of multiple reasons,
and unexplained statistical changes.

DEPARTMENT OF THE ARMY
 EXPLANATION FOR SIGNIFICANT
 INCREASES/DECREASES IN TOP MANAGEMENT STAFFING
 FY 1975-82 1/

Explanation	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82 estimate	Total staff involved 2/	Percent staff involved
Definition of head- quarters manage- ment changed	-	-	-	-	-	-	+815	+815	36.3
Size of staff decreased	-17	-182	-935	-	-	-	-	-1134	50.4
Programs transferred from headquarters to other DOD components	-	-	-39	-	-	-	-	-39	1.7
Programs transferred from other DOD components to head quarters	-	+29	-	+26	-	-	+62	+117	5.2
New programs established	-	-	-	-	-	-	-	-	-
Size of staff in- creased with no change in program	-	-	-	-	+99	-	-	+99	4.4
Programs eliminated	-	-	-	-	-	-	-	-	-
Scope of existing programs broadened	-	-	-	-	-	-	-	+14	-
Other 3/	-	-	-	-	+14	-30	-	-30	2.0
Net results	-17	-153	-974	+26	+113	-30	+877	-158	-
Staff involved	17	211	974	26	113	30	877	2,248	100

1/ We considered as significant all staffing changes that exceeded 5 percent of existing staffing levels.

2/ DOD estimated the number of staff affected in instances where precise numbers were not available.

3/ Includes statistical errors, shortfalls, changes as a result of multiple reasons,
and unexplained statistical changes.

ENCLOSURE II

ENCLOSURE II

DEPARTMENT OF THE AIR FORCE
EXPLANATION FOR SIGNIFICANT
INCREASES/DECREASES IN TOP MANAGEMENT STAFFING LEVELS
FY 1975-82 1/

Explanation	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82 estimate	Total staff involved 2/	Percent of staff involved
Definition of headquarters management changed	-	-	-	-	-	+660	-	+660	18.4
Size of staff decreased	-232	-15	-306	-	-	-	-	-553	15.4
Programs transferred from headquarters to other DOD components	-	-424	-69	-256	-	-90	-	-839	23.4
Programs transferred from other DOD components to headquarters	-	-	-	+589	+46	-	-	+635	17.7
New programs established	-	-	+517	-	-	-	-	+517	14.4
Size of staff increased with no change in program	-	-	-	-	-	-	-	-	-
Programs eliminated	-146	-162	-43	-	-	-	-	-351	9.9
Scope of existing programs broadened	-	-	-	-	-	-	-	-	-
Other 3/	-	-27	-	-	-	-	-	-27	.8
Net results	-378	-628	+99	+333	+46	+570	-	+42	-
Staff involved	378	628	935	845	46	750		3,582	100

1/We considered as significant all staffing changes that exceeded 5 percent of existing staffing levels.

2/DOD estimated the number of staff affected in instances where precise numbers were not available.

3/Includes statistical errors, shortfalls, changes as a result of multiple reasons, and unexplained statistical changes.

DEPARTMENT OF NAVY/MARINE CORPS
EXPLANATION FOR SIGNIFICANT
INCREASES/DECREASES IN TOP MANAGEMENT STAFFING LEVELS
FY 1975-82 1/

Explanation	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82 estimate	Total staff involved 2/	Percent of staff involved
Definition of head- quarters manage- ment changed	-	-	-	+30	-	-265 +532	+243	+805 -265	39.9
Size of staff decreased	-	-214	-62	-	-	-	-	-276	10.3
Programs transferred from headquarters to other DOD components	-	-99	-191	-170	-	-	-	-460	17.1
Programs transferred from other DOD components to head- quarters	-	-	+190	+31	-	+85	-	+306	11.4
New programs established	-	-	-	-	-	-	+61	+61	2.3
Size of staff in- creased with no change in program	-	-	-	-	+136	+123	-	+259	9.7
Programs eliminated	-	-	-	-	-	-	-	-	-
Scope of existing programs broadened	-	-	-	-	-	-	-	-161	-
Other 3/	-	-103	-	-	-58	+89	-	+89	9.3
Net results	-	-416	-63	-109	+78	+564	+304	+358	-
Staff involved	-	416	443	231	194	1,094	304	2682	100

1/ We considered as significant all staffing changes that exceeded 5 percent of existing staffing levels.

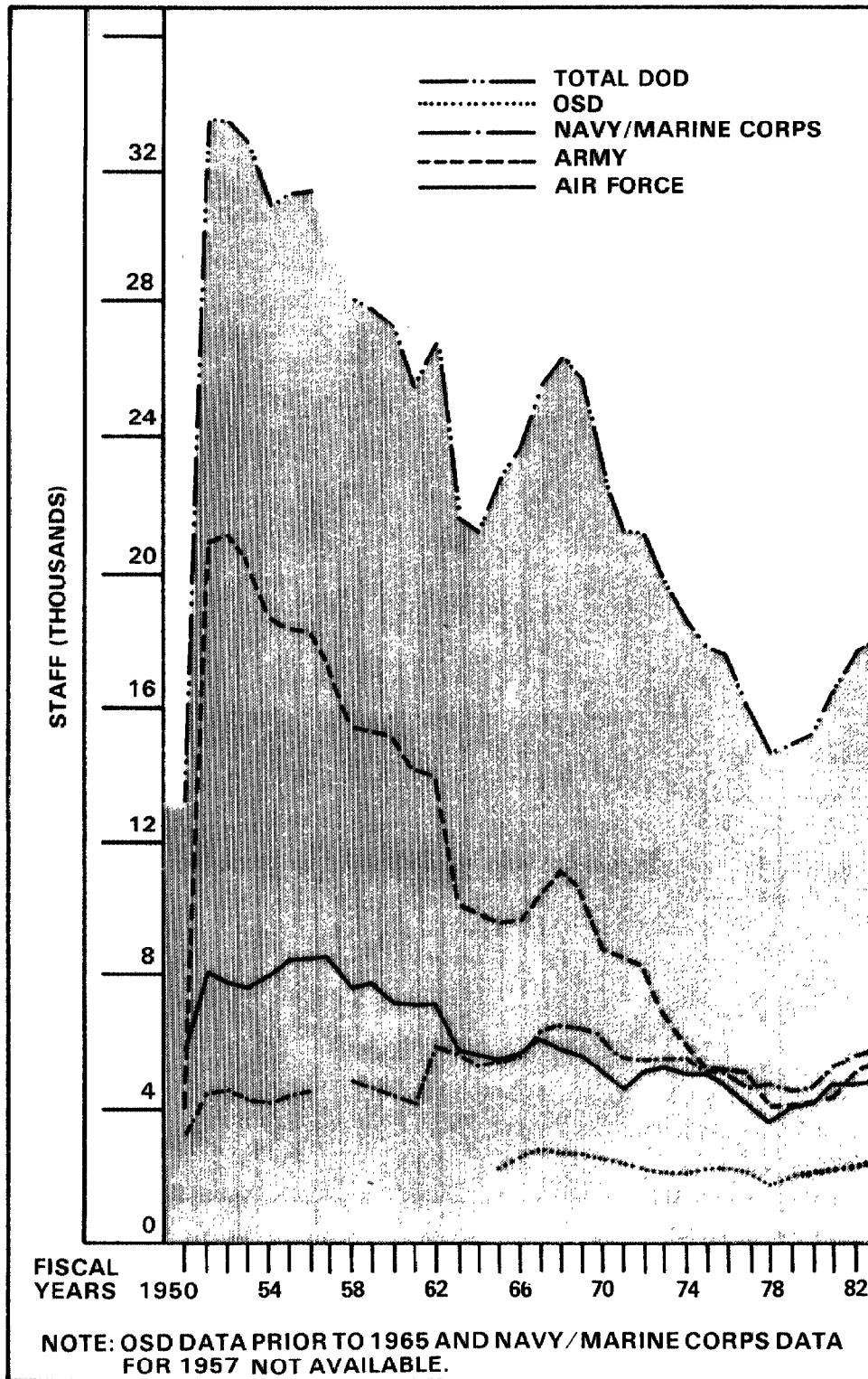
2/ DOD estimated the number of staff affected in instances where precise numbers were not available.

3/ Includes statistical errors, shortfalls, changes as a result of multiple reasons, and unexplained statistical changes.

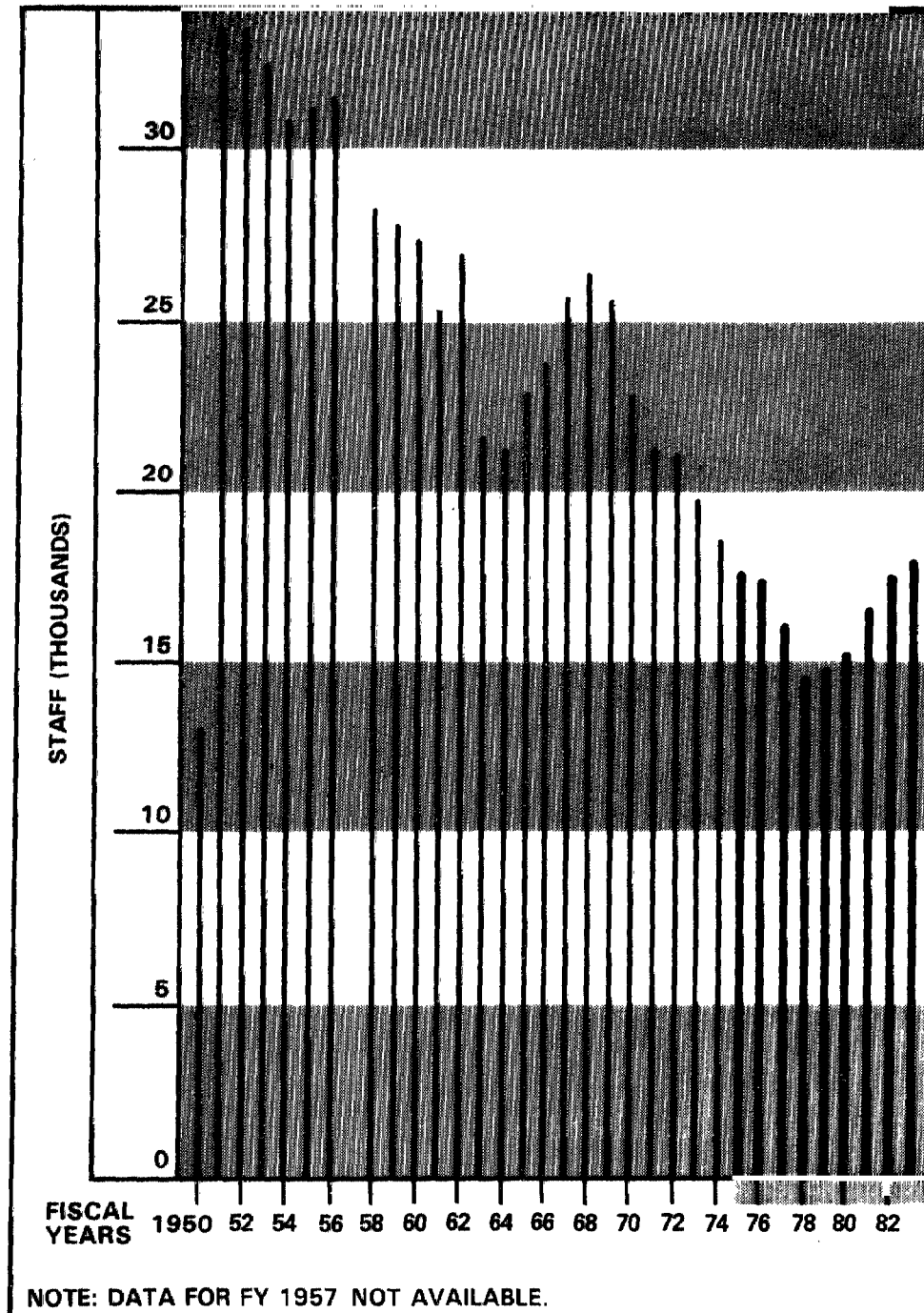
PREFACE

Basic data for the following graphs were provided by DOD and represent actual staff on board as of the end of each fiscal year presented through 1981. Although 1982 data are estimates, these figures closely represent actual staffing levels. Fiscal year 1983 figures are authorized positions and even though these figures may include some unfilled positions, fiscal year 1983 data are plotted to show staffing trends.

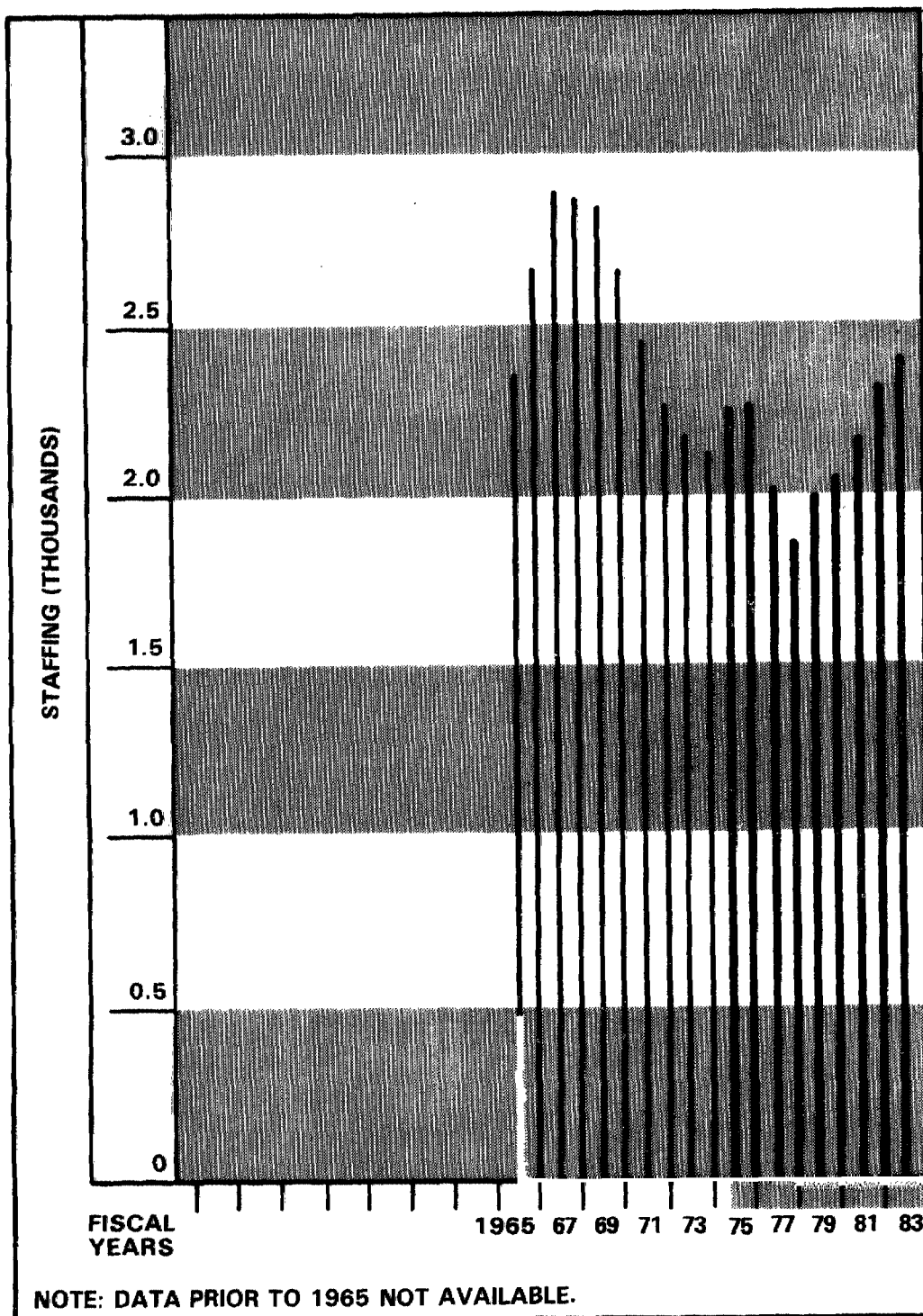
DOD TOP MANAGEMENT STAFF BY ORGANIZATION (FY 1950-83)



TOTAL DOD TOP MANAGEMENT STAFF (FY 1950-83)

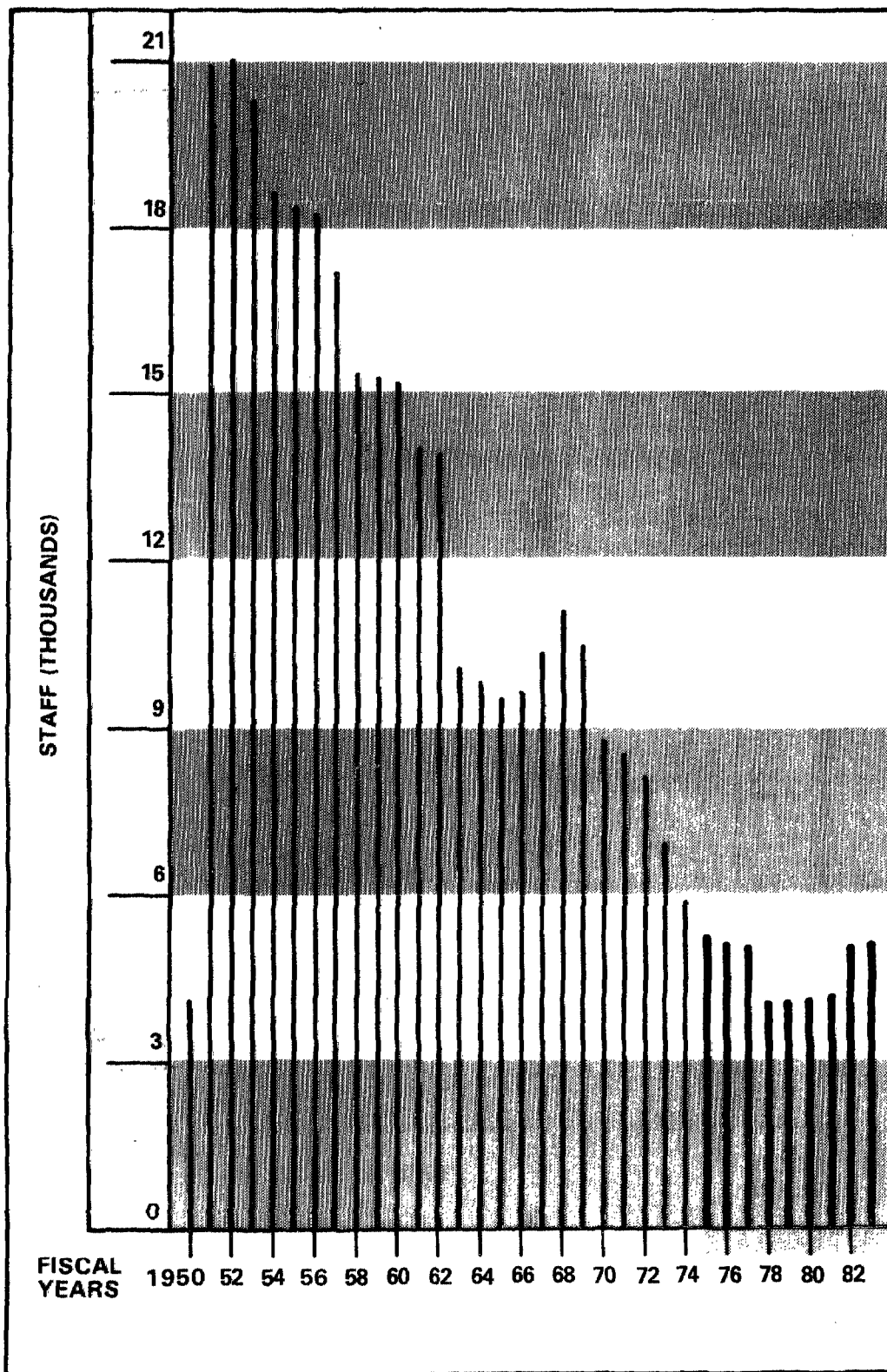


OFFICE OF THE SECRETARY OF DEFENSE STAFFING LEVELS (FY 1965-83)

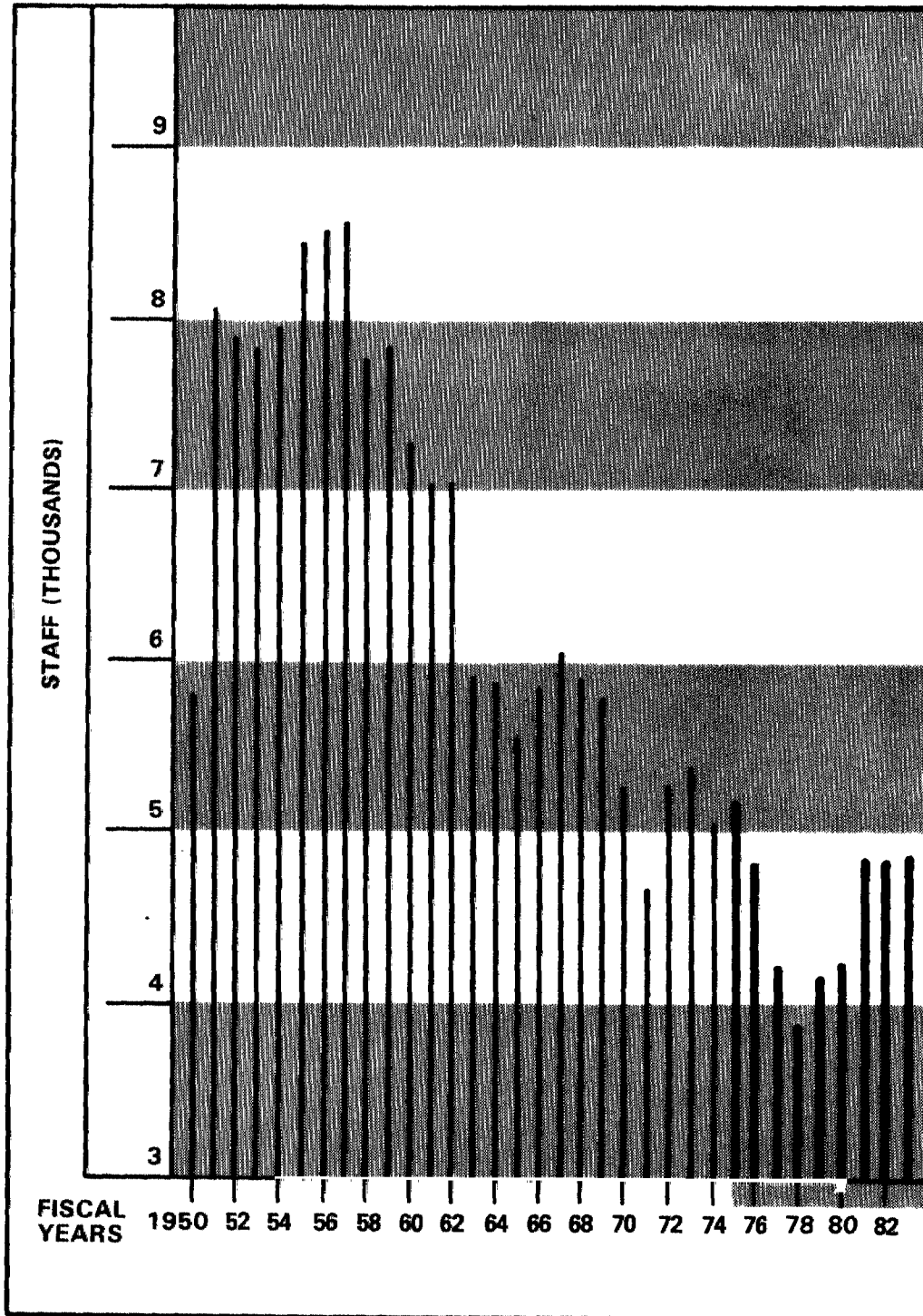


NOTE: DOD DEFINES THE ENTIRE STAFF OF OSD AS TOP-LEVEL MANAGEMENT.

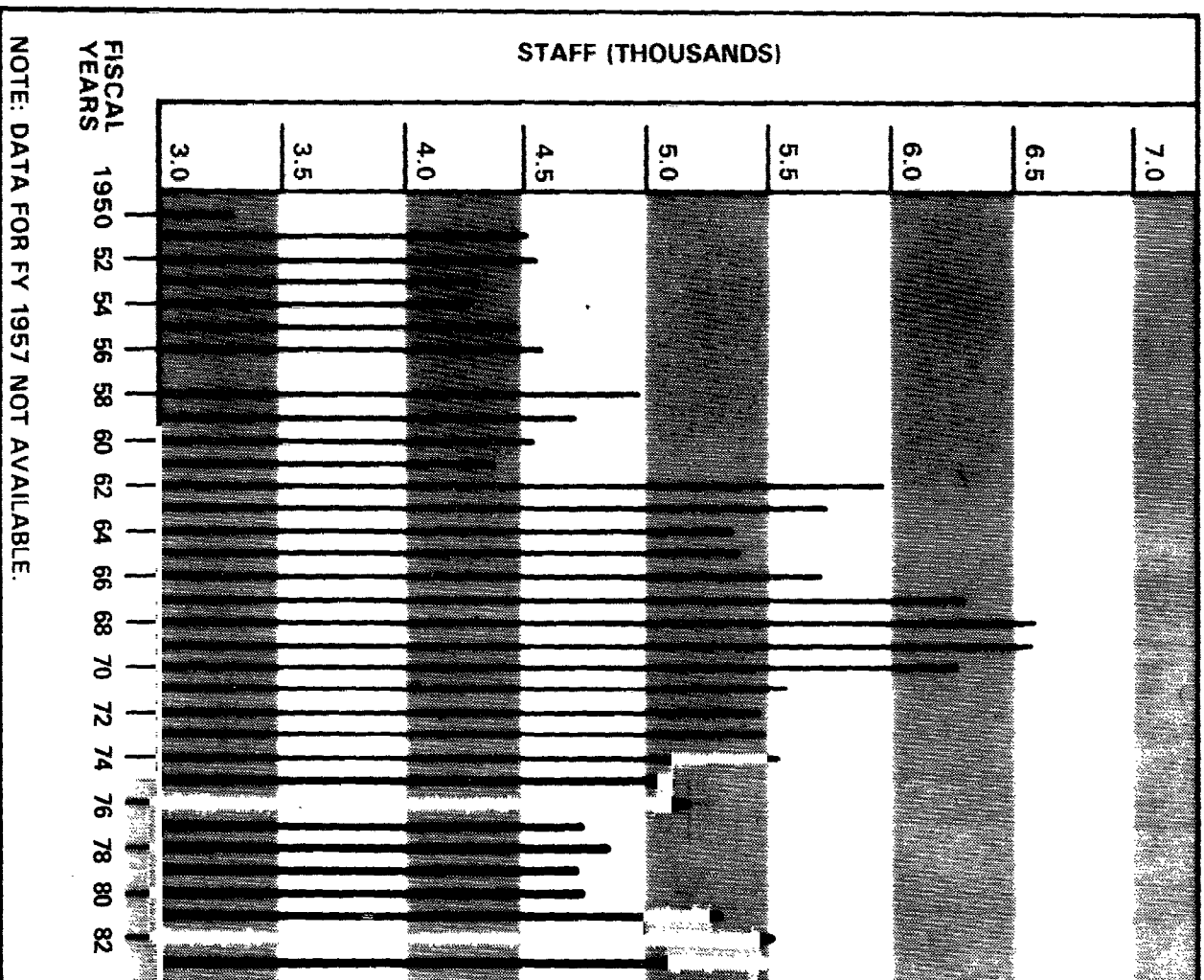
ARMY TOP MANAGEMENT STAFFING LEVELS (FY 1950-83)



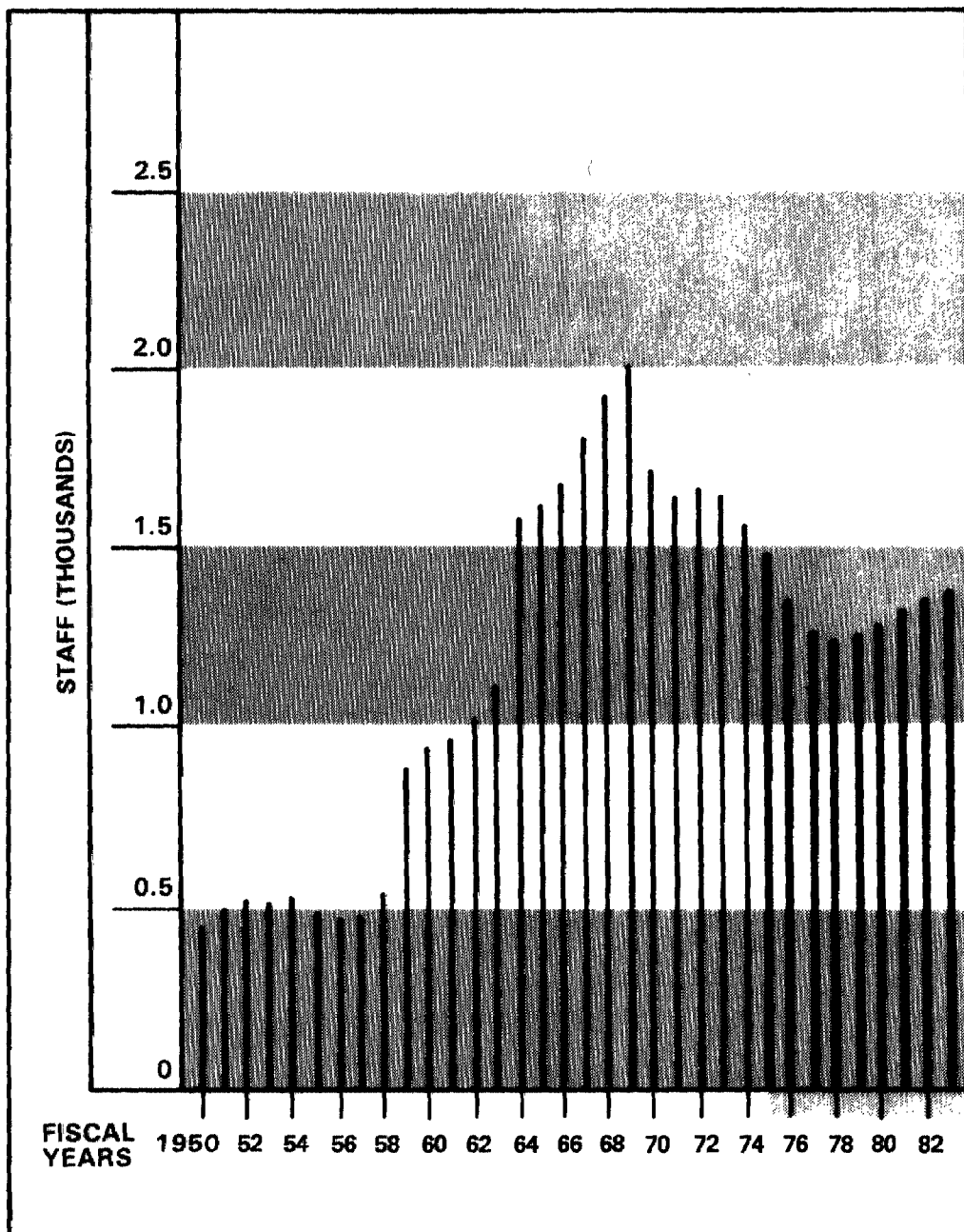
AIR FORCE TOP MANAGEMENT STAFFING LEVELS (FY 1950-83)



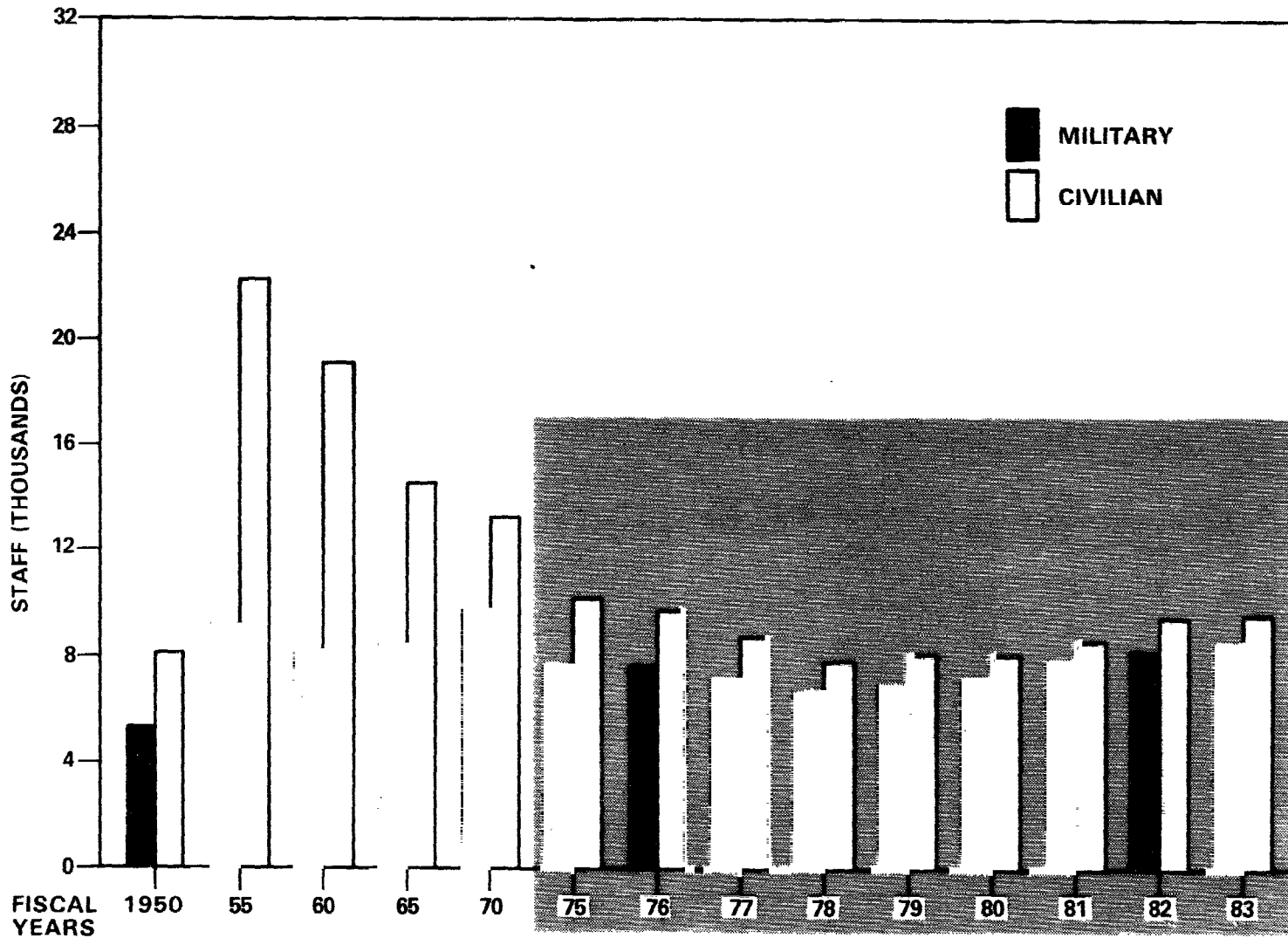
NAVY/MARINE CORPS TOP MANAGEMENT STAFFING LEVELS (FY 1950-83)



JOINT CHIEFS OF STAFF STAFFING LEVELS (FY 1950-83)

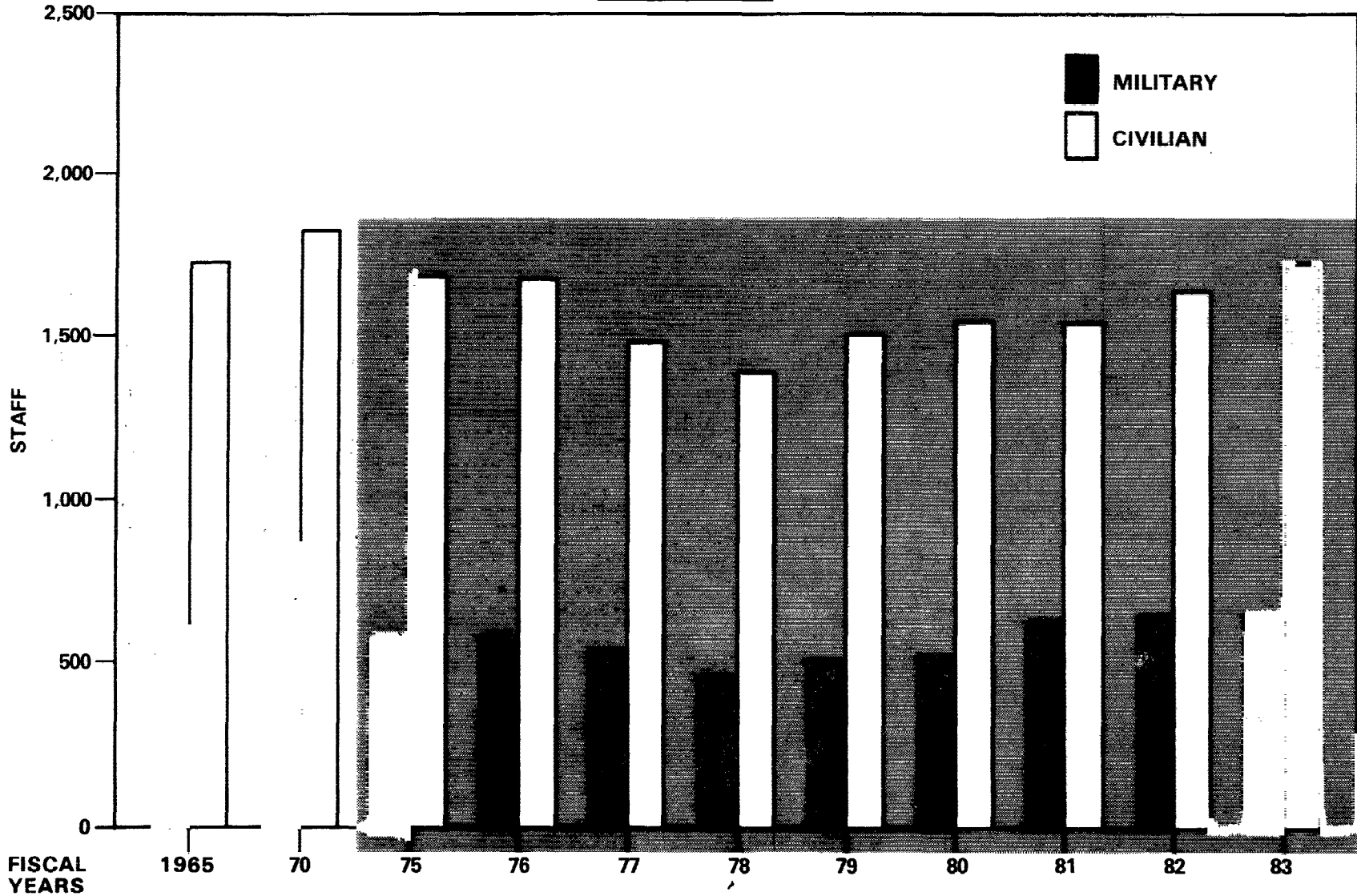


**NUMBER OF CIVILIAN AND MILITARY PERSONNEL IN
DOD TOP MANAGEMENT
(FY 1950-83)**



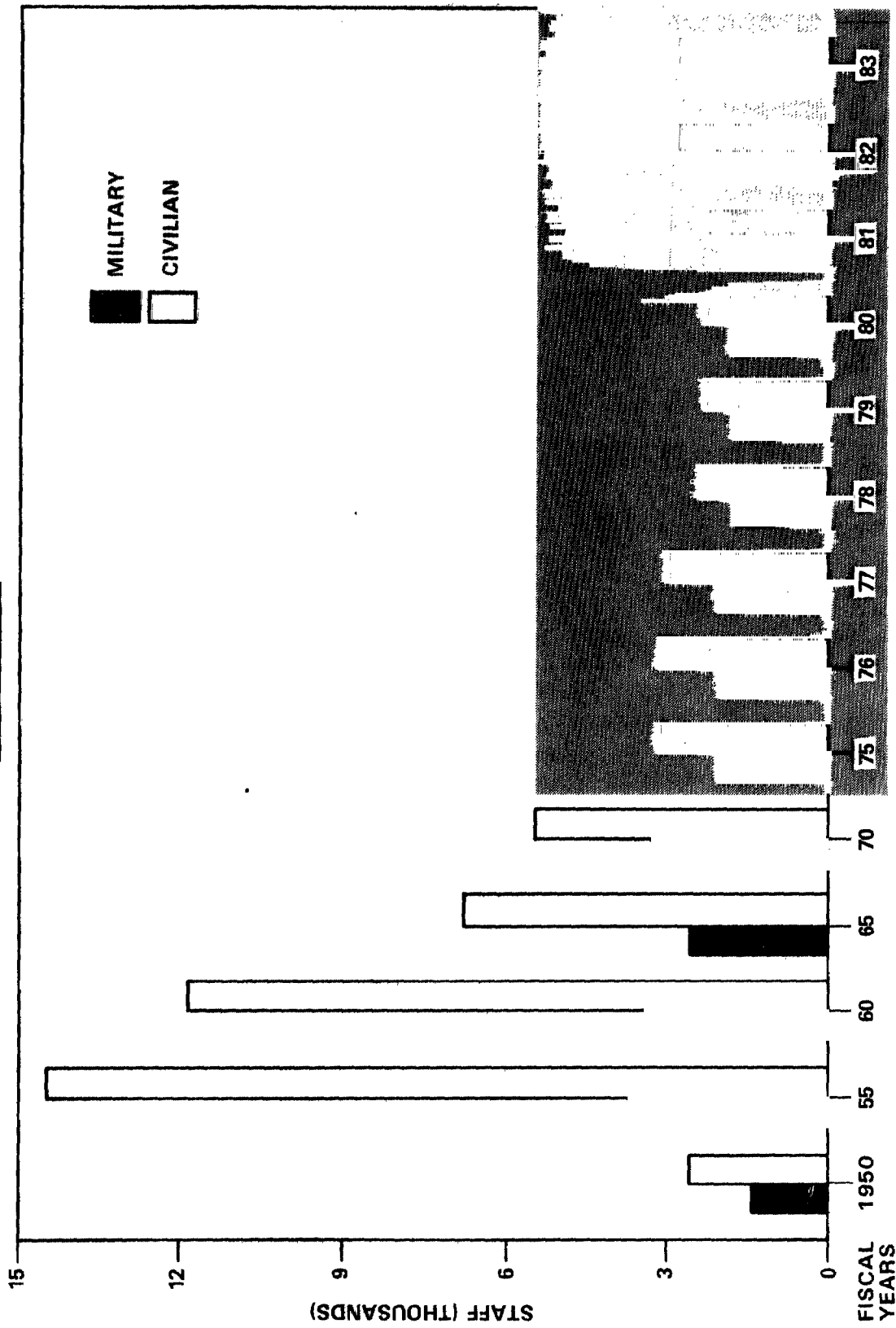
**TOTAL NUMBER OF CIVILIAN AND MILITARY PERSONNEL IN
THE OFFICE OF THE SECRETARY OF DEFENSE
(FY 1965-83)**

19

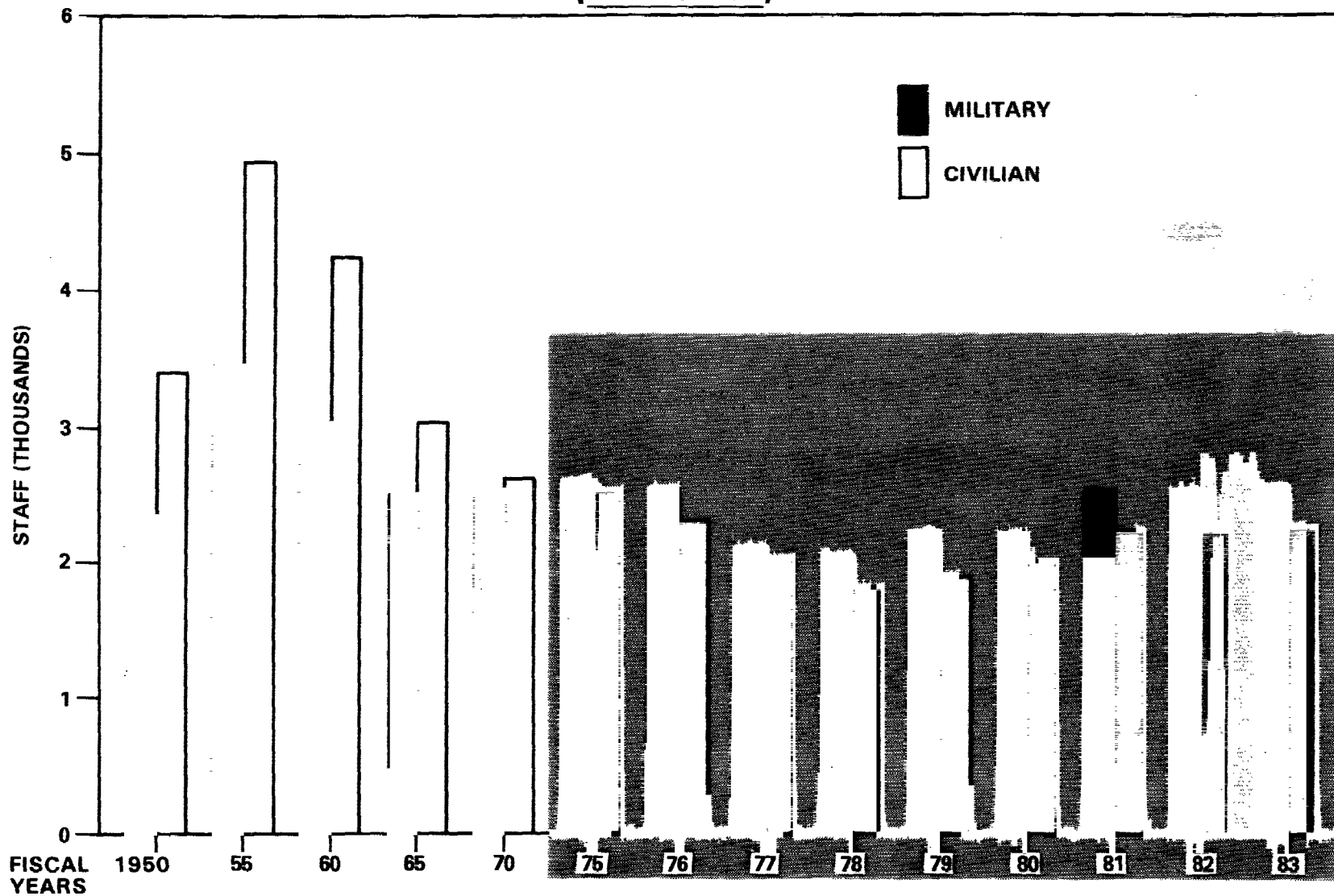


NOTE: OFFICE OF THE SECRETARY OF DEFENSE DATA PRIOR TO 1965 NOT AVAILABLE.

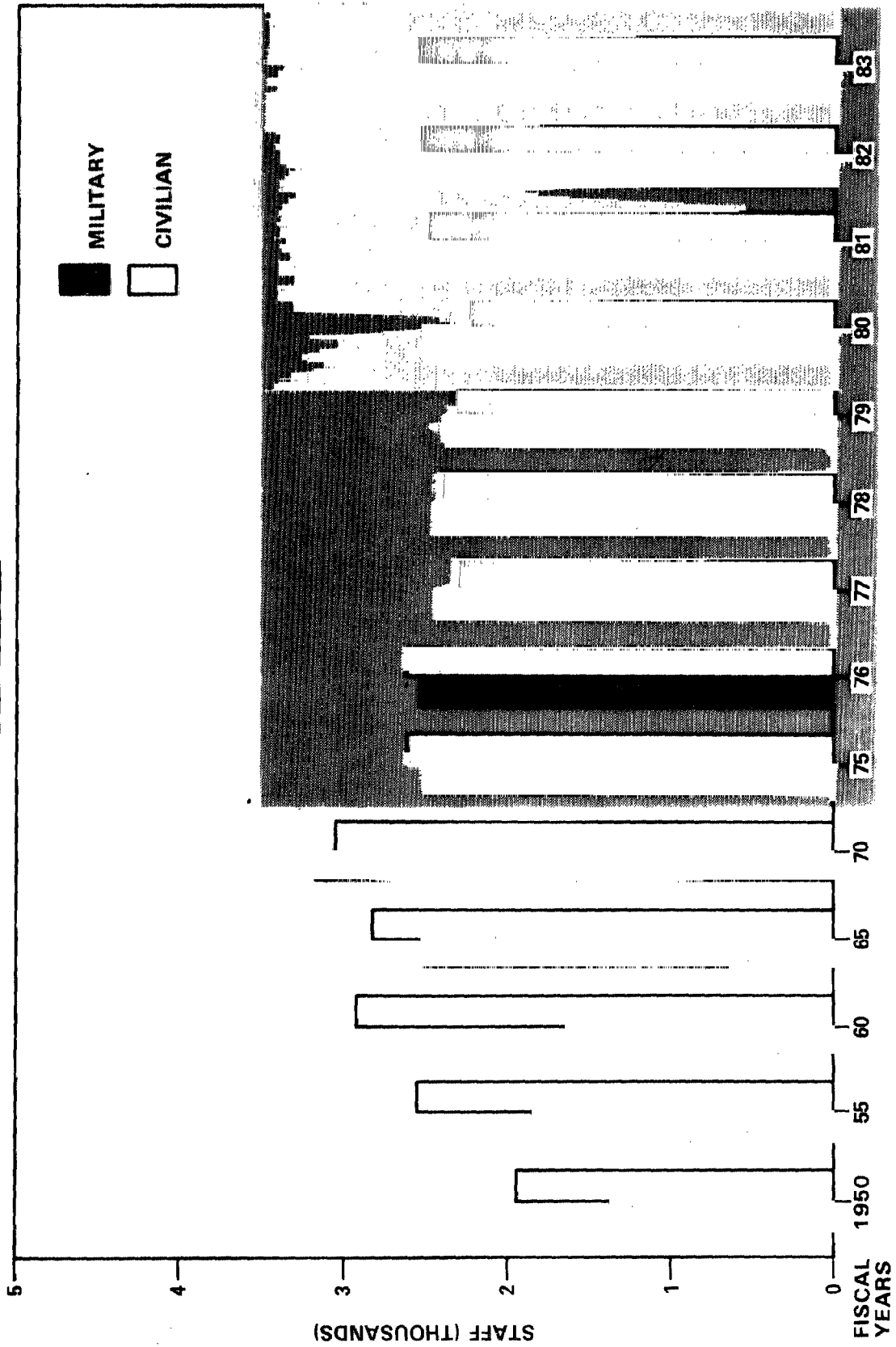
NUMBER OF CIVILIAN AND MILITARY PERSONNEL IN ARMY TOP MANAGEMENT (FY 1950-83)



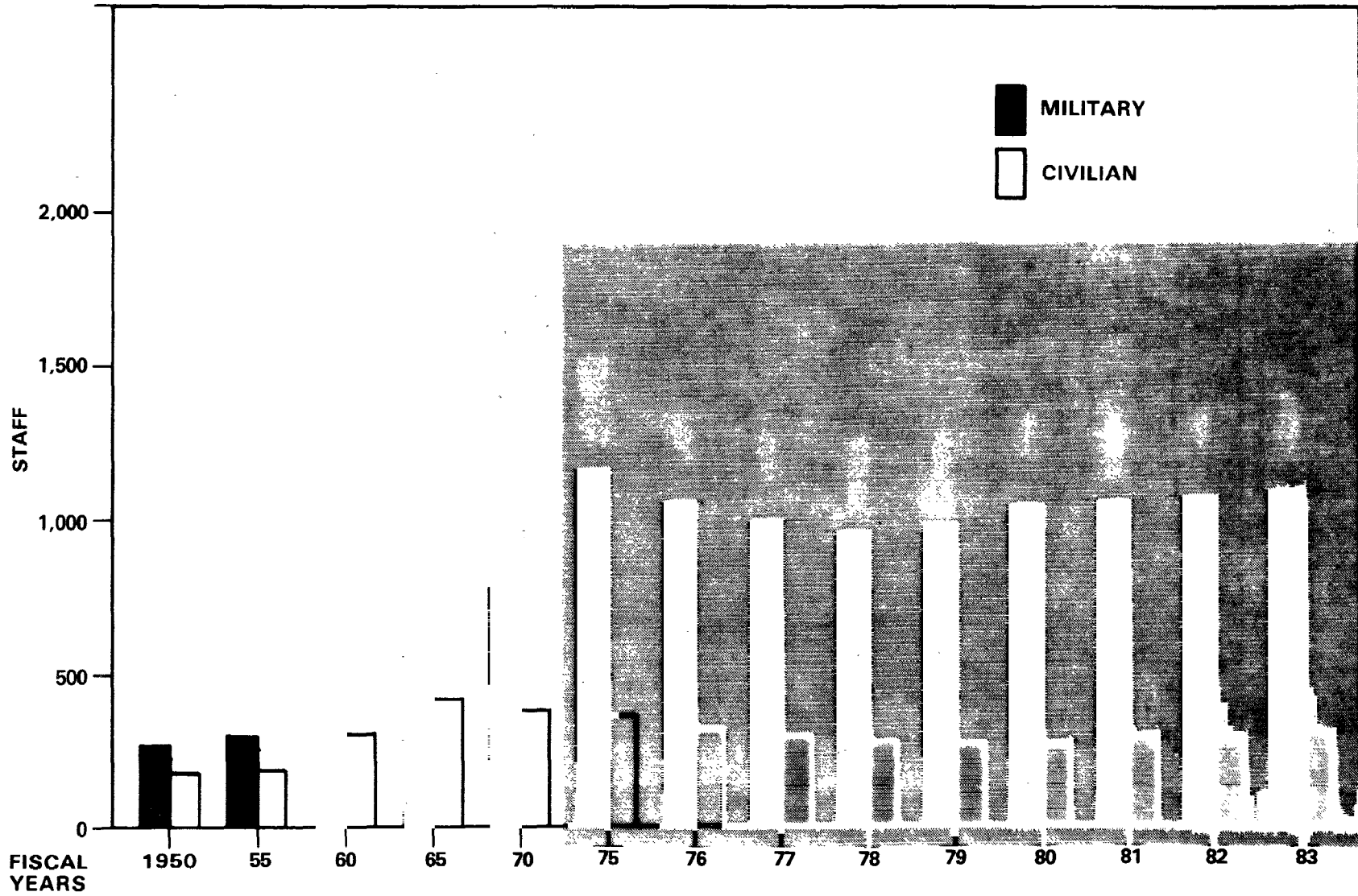
**NUMBER OF CIVILIAN AND MILITARY PERSONNEL IN
AIR FORCE TOP MANAGEMENT
(FY 1950-83)**



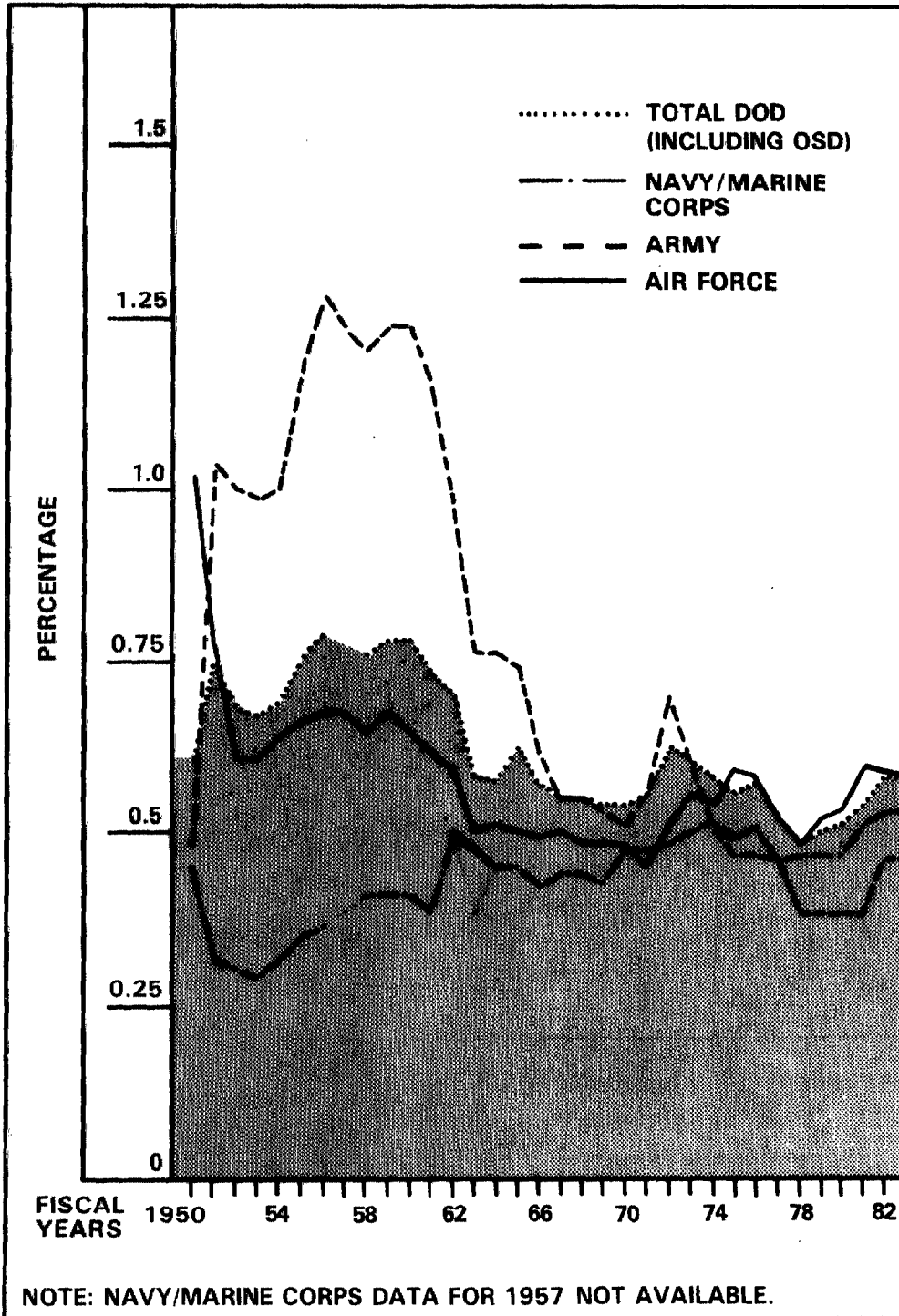
**NUMBER OF CIVILIAN AND MILITARY PERSONNEL IN
NAVY/MARINE CORPS TOP MANAGEMENT
(FY 1950-83)**



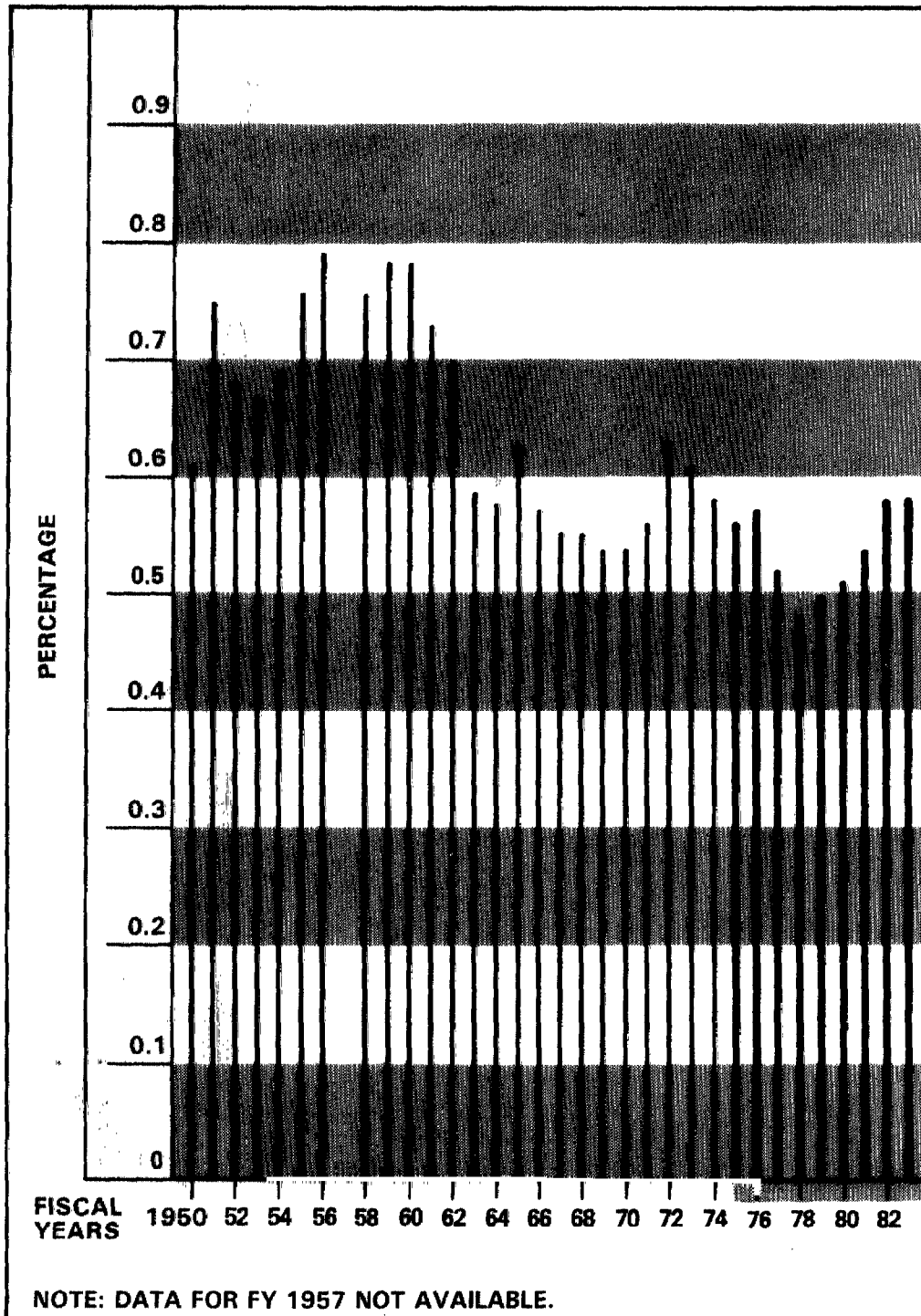
**NUMBER OF CIVILIAN AND MILITARY PERSONNEL IN THE
OFFICE OF THE JOINT CHIEFS OF STAFF
(FY 1950-83)**



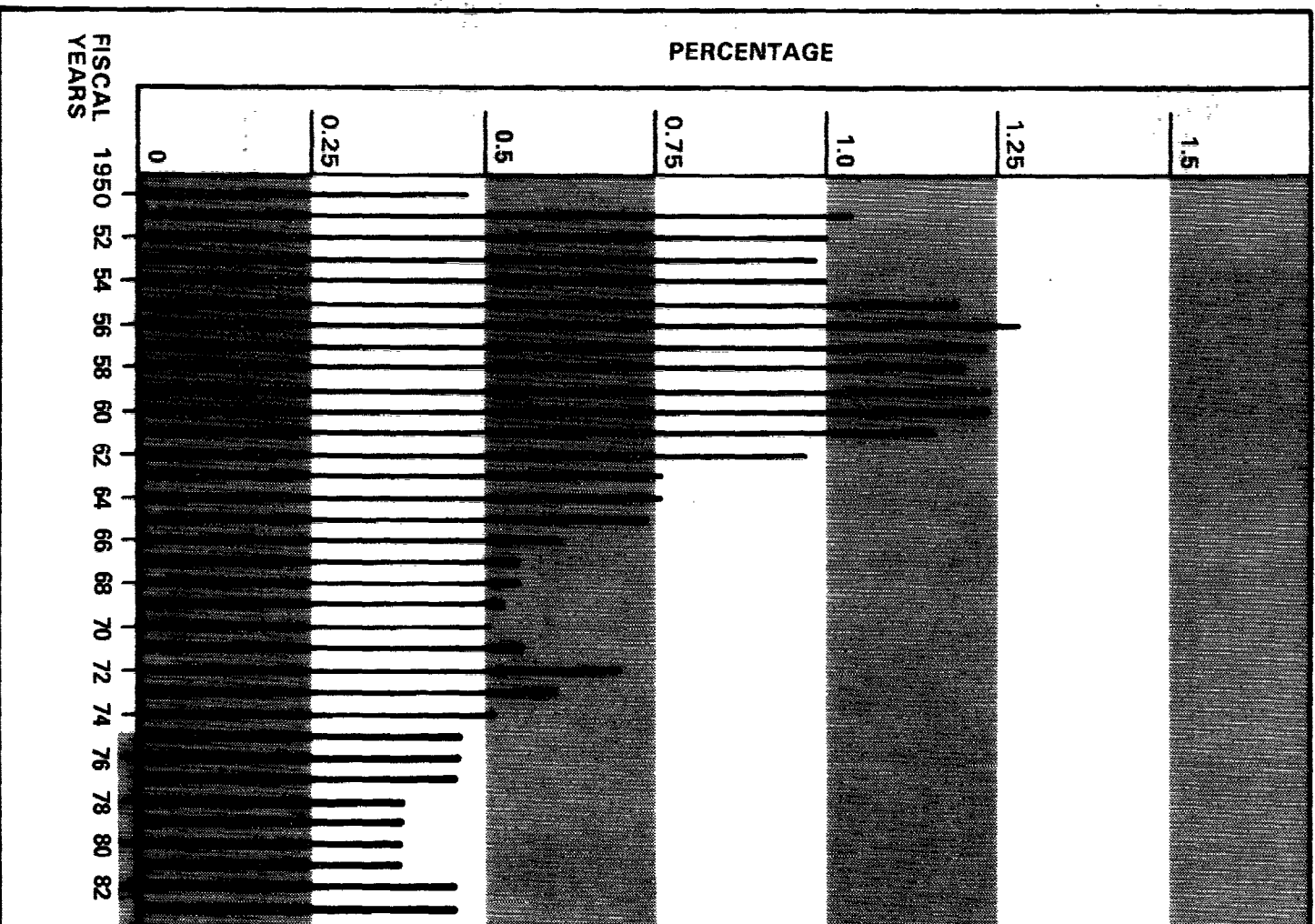
PERCENTAGES OF TOP MANAGEMENT BY ORGANIZATION (FY 1950-83)



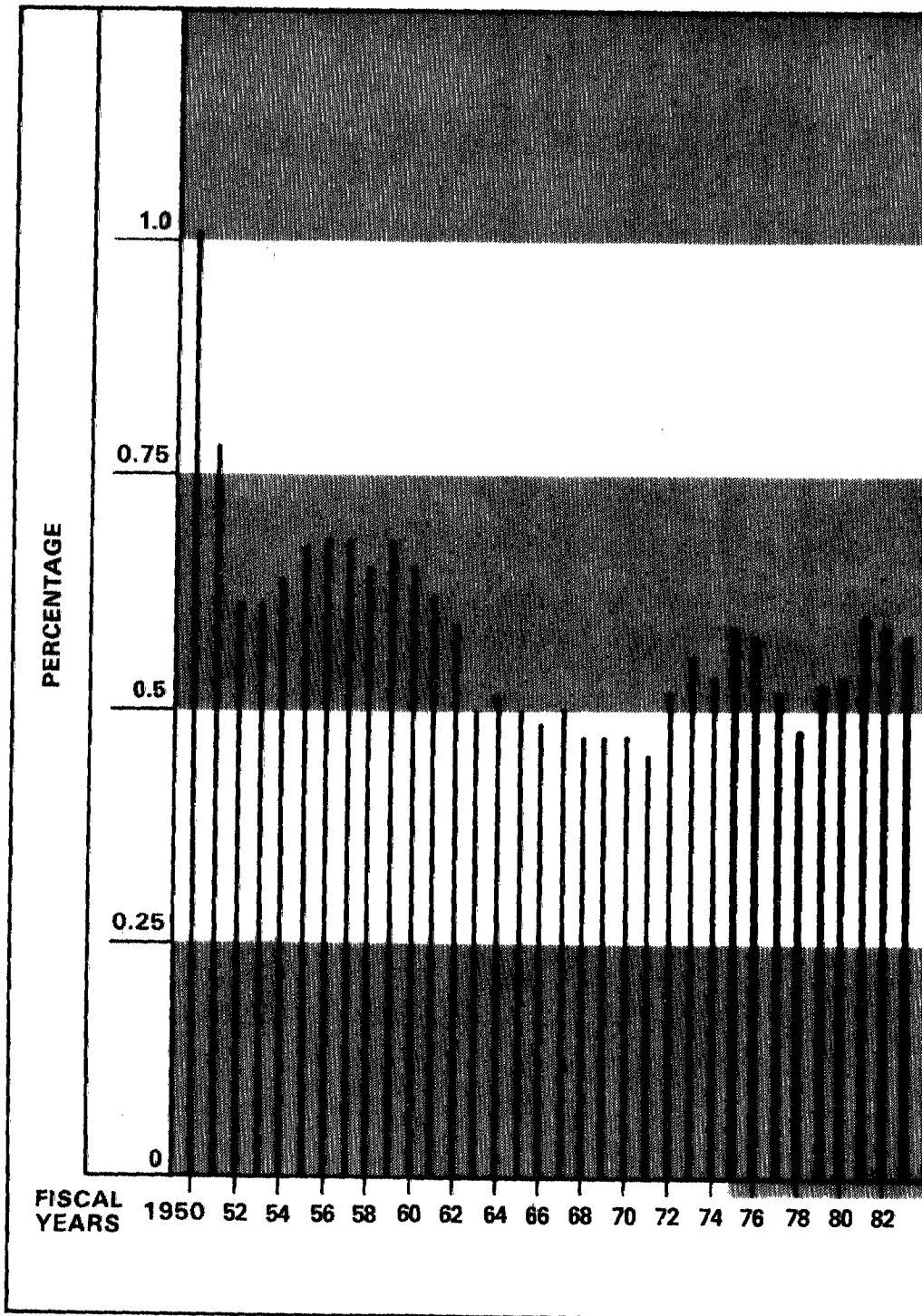
TOP MANAGEMENT STAFF AS A PERCENTAGE OF TOTAL DOD PERSONNEL (FY 1950-83)



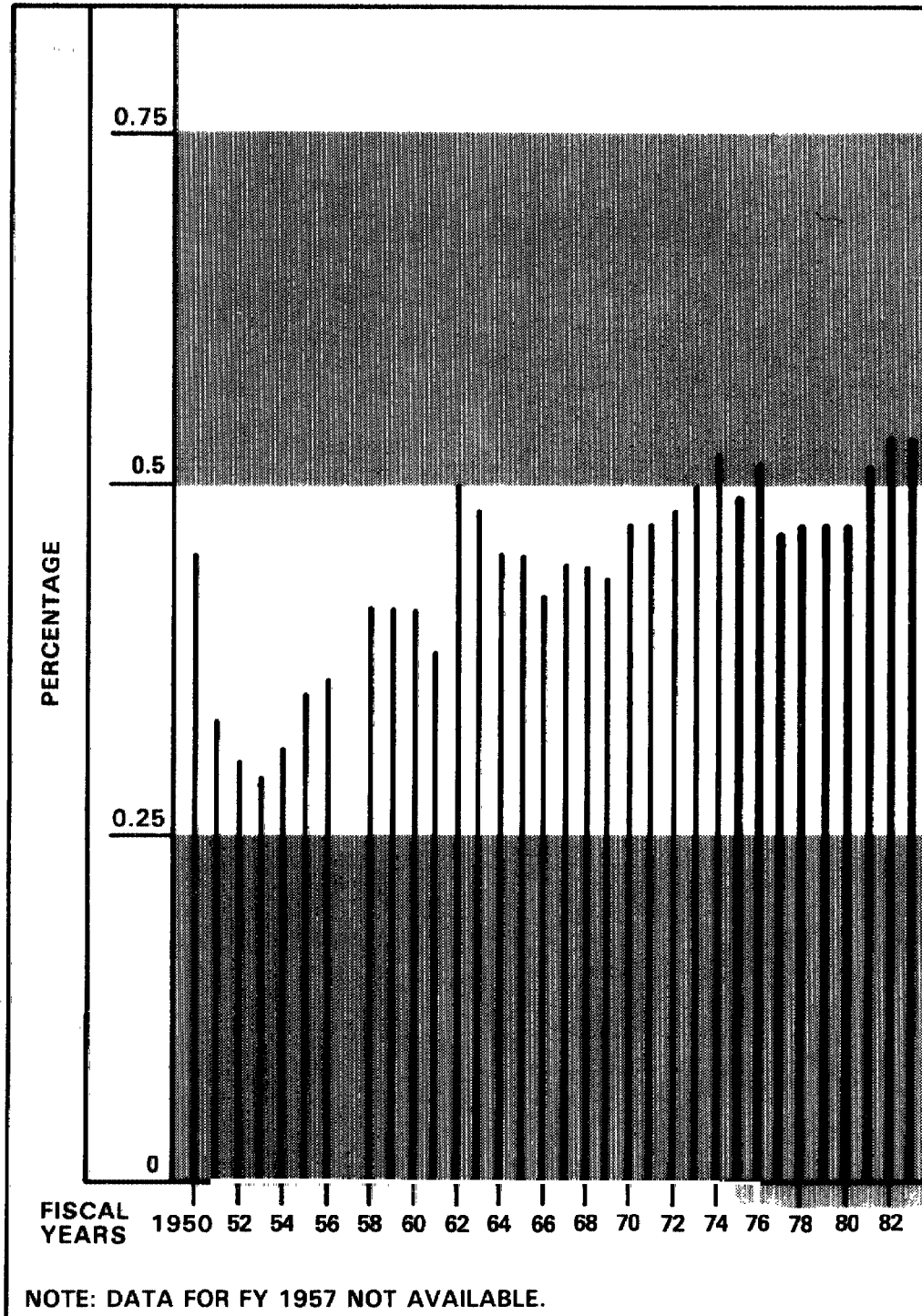
**ARMY TOP MANAGEMENT STAFF AS A
PERCENTAGE OF TOTAL ARMY PERSONNEL
(FY 1950-83)**



AIR FORCE TOP MANAGEMENT STAFF AS A PERCENTAGE OF TOTAL AIR FORCE PERSONNEL (FY 1950-83)



NAVY/MARINE CORPS TOP MANAGEMENT STAFF AS A PERCENTAGE OF TOTAL NAVY/MARINE CORPS PERSONNEL (FY 1950-83)



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ENVLOSURE IV

ENCLOSURE IV

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