



DEPUTY SECRETARY OF DEFENSE  
1010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1010

SEP - 1 2021

MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP  
COMMANDERS OF THE COMBATANT COMMANDS  
DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

SUBJECT: Disestablishment of the Chief Management Officer, Realignment of Functions and Responsibilities, and Related Issues

Pursuant to section 901(b) of the William M. (Mac) Thornberry National Defense Authorization Act for FY 2021 (Public Law 116-283), each responsibility assigned to, and the personnel, functions, and assets of, the Chief Management Officer (CMO) of the Department of Defense (DoD), as of January 1, 2021, shall be transferred to another official or organization no later than January 1, 2022.

Consistent with this requirement, I direct the following broad realignments of the responsibilities, previously assigned to the CMO, to the following officials:

- Defense reform, performance improvement, Pentagon Reservation management, and Defense-wide support responsibilities to the Director of Administration and Management (DA&M). The DA&M is designated as the Performance Improvement Officer (PIO) pursuant to title 31, U.S.C., section 1124.
- Defense Business Systems (DBS) and title 10, U.S.C., section 2222, responsibilities to the Under Secretary of Defense (USD)(Comptroller)/Chief Financial Officer, DoD (USD(C)/CFO) and the Chief Information Officer of the DoD (DoD CIO).
- Data Oversight and the Foundations for Evidence-Based Policymaking Act of 2018 (Public Law 115-435) responsibilities to the DoD CIO and Chief Data Officer.
- Privacy, Civil Liberties, and Transparency (PCLT) and regulatory oversight responsibilities to the Assistant to the Secretary of Defense (ATSD) for Intelligence Oversight. The ATSD will be redesignated as the ATSD(PCLT).

Effective October 1, 2021, the Office of the CMO is disestablished, and the DA&M will take such actions as are necessary to update any references to the CMO in issuances, guidance, or other official materials of the Department. Moreover, any responsibilities related to specific functions assigned in law or Departmental guidance that were previously assigned to the CMO will transfer as outlined in the attached functional transfer document. In all cases, these responsibilities shall be carried out in support of, and under the control and oversight of, the Deputy Secretary of Defense who serves as the Chief Operating Officer of the DoD. Effective immediately, DoD Directive 5105.82, "Deputy Chief Management Officer of the Department of Defense," October 17, 2008 is hereby cancelled.



OSD007895-21/CMD010285-21

As an interim measure, and utilizing an existing DoD council to facilitate the coordination of PIO functions, the Defense Business Council (DBC), established pursuant to title 10, U.S.C., section 2222(f), will be tri-chaired by the DA&M, USD(C)/CFO, and DoD CIO. The DA&M will provide a plan for the establishment of the DBC as the senior governance and integration body for matters associated with reform, performance, DBS, and other related management issues for my review and approval. The DA&M, in coordination with USD(C)/CFO and DoD CIO, will provide an assessment of whether the Financial Improvement and Audit Remediation Board should be designated as a subcommittee of the DBC. Additionally, within six months of the date of this memorandum, and annually thereafter, the DA&M will present an assessment to the Office of the Secretary of Defense (OSD) Management Forum on ways to refine and improve supporting and supported relationships across OSD.

The DA&M, in coordination with the USD(C)/CFO, will prepare a FY 2023 Program and Budget Decision for my approval that addresses the resourcing implications from the CMO disestablishment. The DA&M will work with the USD(C)/CFO and the Director, Washington Headquarters Services to address FY 2022 resource shortfalls, subject to the availability of funds.

These realignments of former CMO responsibilities represent only the latest step in the ongoing efforts to improve strategic-level management and oversight at the highest levels of the Department. We will review these arrangements after one year to assess any potential need for adjustments.

The point of contact for this action is [REDACTED], who is available, at [REDACTED] or [REDACTED].



Attachment:  
Functional Transfer of Former CMO Responsibilities

### Functional Transfer of Former-CMO Responsibilities

Responsibility (209)	Reference	Issuance OPR (126)	Assignment
Prepare annual report on DoD Reform activities (including business systems modernization, enterprise business operations process re-engineering, expansion and modernization of decision support data, improvements in workforce training and education, and improvements to decision-making processes)	10 USC 125a(e)		DA&M
Principal advisor to Secretary of Defense (SD)/Deputy Secretary of Defense (DSD) on Enterprise Business Operations (EBO) [Planning and processes, business transformation, performance measurement and management, business Information Technology (IT) management and improvement activities and programs (including allocation of resources for EBO and unifying business management efforts across DoD)]	10 USC 132a(b)(2)		DA&M
Principal official responsible for minimizing duplication of efforts, maximizing efficiency and effectiveness, establishing metrics for performance for DoD elements	10 USC 132a(b)(5)		DA&M
Conduct periodic review of Defense Agencies and DoD Field Activities (DAFA) (every 4 years) for efficiency and effectiveness (in coordination with other business enterprise reform efforts, by identifying substantially duplicative activities, and identifying non-adequate performance) and provide report to Congress	10 USC 192(c)(1)		DA&M
Prepare Agency Performance Plan (APP) (including performance goals, how goals contribute to strategic plan, goal requirements, performance indicators, goal validation, challenges, and identification of low-priority activities)	31 USC 1115(b)		DA&M
Make available on public website agency performance (including performance to goal comparisons, 5 year history, analysis of goal failure, alignment to human capital management, and data validation)	31 USC 1116		DA&M
Identify agency priority goals every 2 years, as determined by Director of OMB (which shall be the highest agency priorities, have ambitious targets, clearly identified goal leaders, have quarterly targets, and have clearly defined milestones)	31 USC 1120(b)		DA&M
Conduct quarterly priority progress reviews and the use of performance information	31 USC 1121(b)		DA&M
Designated as Performance Improvement Officer (PIO) [must be a senior executive of the agency]	31 USC 1124(a)(1)		DA&M
Report directly to the Chief Operating Officer (COO)[DSD] and shall be subject to the direction of the COO	31 USC 1124(a)(2)		DA&M
Advise and assist the SD/DSD to ensure DoD mission/goals are achieving through strategic/performance planning, measurement, analysis, regular assessment of progress, and performance information to improve results	31 USC 1124(a)(2)(A)		DA&M
Advise the SD/DSD on selection of agency goals and opportunities to collaborate with other agencies	31 USC 1124(a)(2)(B)		DA&M
Assist SD/DSD in implementation of agency strategic plan, performance planning, and reporting requirements provided under section 1115-1122 of Title 31 and section 306 of Title 5, including contributions of the agency to the Federal Government priority goals	31 USC 1124(a)(2)(C)		DA&M
Support SD/DSD in the conduct of reviews of agency performance (including quarterly reviews of alignment with priority goals)	31 USC 1124(a)(2)(D)		DA&M
Assist SD/DSD in the development and use of performance measures in personnel performance appraisals	31 USC 1124(a)(2)(E)		DA&M

**Functional Transfer of Former-CMO Responsibilities**

Responsibility (209)	Reference	Issuance OPR (126)	Assignment
Ensure progress towards goals is communicated to leadership, Congress, and the public	31 USC 1124(a)(2)(F)		DA&M
Member of Performance Improvement Council (PIC) as PIO	31 USC 1124(b)(1)(B)		DA&M
Maintain a website on agency priority goals (including how the agency incorporated Congressional input, key external factors impacting goals, how the agency is maintaining accuracy and validity of data, and prospects for performance improvement)	31 USD 1122(b)		DA&M
Prepare Agency Strategic Plan (ASP) (including comprehensive mission statement; agency goals, missions, and functions; integration with Federal Government priority goals; how goals and objective are to be achieved; key factors and program evaluation; summary of assessment activities of activities and operations)	5 USC 306(a)		DA&M
Consult with Congress on the ASP (at least once every 2 years)	5 USC 306(d)		DA&M
Prepare agency evidence-building plan ("Evaluation Plan")	5 USC 312(a)		DA&M
Alternate for DoD Member [DSD] to the President's Management Council (PMC)	President Clinton Memorandum, Subject: Implementing Management Reform in the Executive Branch, October 1, 1993		DA&M
Designated as Principal Staff Assistant (PSA) for DoD-wide administration, organization, and management	DA&M: 4.		DA&M
Provide policy and oversight for antiterrorism, force protection, security, and law enforcement for the Pentagon and DoD activities with the National Capital Region (NCR)	DA&M: 4.1.		DA&M
Provide oversight and direction for security and threat assessments for high-risk personnel in the Office of the SD (OSD) for personal protection	DA&M: 4.1.		DA&M
Develop, coordinate, issue policy, and oversee the administration, organization, and management of the DoD Directive Program	DA&M: 4.10.1.	DoDI 5025.01 DoD Issuances Program	DA&M
Develop, coordinate, issue policy, and oversee the administration, organization, and management of Combined Federal Campaign (CFC) Fundraising within DoD	DA&M: 4.10.10.	DoDI 5035.01 CFC Fundraising Within the DoD	DA&M
Develop, coordinate, issue policy, and oversee the administration, organization, and management of DoD United States Savings Bond Program within DoD	DA&M: 4.10.11.		DA&M
Develop, coordinate, issue policy, and oversee the administration, organization, and management of the DoD Passport and Passport Agent Services, and serve as the PSA over the Secretary of the Army as DoD Executive Agent for Passport Agent Services	DA&M: 4.10.12.	DoDD 1000.21E DoD Passport and Passport Agent Services	DA&M
Develop, coordinate, issue policy, and oversee the administration, organization, and management of DoD personnel detailed to duty outside of DoD	DA&M: 4.10.13.	DoDI 1000.17 Detail of DoD Personnel to Duty Outside the DoD	DA&M
Develop, coordinate, issue policy, and oversee the administration, organization, and management of Major DoD Headquarters Activities (MHA)	DA&M: 4.10.14.	DoDI 5100.73 MHA	DA&M

**Functional Transfer of Former-CMO Responsibilities**

Responsibility (209)	Reference	Issuance OPR (126)	Assignment
Develop, coordinate, issue policy, and oversee the administration, organization, and management of the standardization of military and associate terminology with DoD	DA&M: 4.10.15.	DoDI 5025.12 Standardization of Military and Associated Terminology DoDI 5025.13 DoD Plain Language Program	DA&M
Develop, coordinate, issue policy, and oversee the administration, organization, and management of the DoD Committee Management and DoD Federal Advisory Committee Management Programs (pursuant to the Federal Advisory Committee Act (FACA))	DA&M: 4.10.2.	DoDI 5105.04 DoD Federal Advisory Committee Management Program	DA&M
Develop, coordinate, issue policy, and oversee the administration, organization, and management of the DoD's participation in Federal Executive Boards (forums for communication and collaboration among Federal agencies outside of the NCR, established pursuant to Presidential Directive 465)	DA&M: 4.10.3.	DoDI 5105.18 DoD Inter/Intragovernmental Committee Management Program	DA&M
Develop, coordinate, issue policy, and oversee the administration, organization, and management of the Biennial Review of DAFA (periodic review) required by 10 USC 192(c)	DA&M: 4.10.4.		DA&M
Develop, coordinate, issue policy, and oversee the administration, organization, and management of adjudication of complaints of reprisal by Nonappropriated Fund Instrumentality employees and applicants based on reports submitted by the Inspector General (IG) of the DoD	DA&M: 4.10.5.		DA&M
Develop, coordinate, issue policy, and oversee the administration, organization, and management of the DoD Security Review Program, and oversee the clearance of official DoD information intended for public release	DA&M: 4.10.7.	DoDI 5230.29 Security and Policy Review of DoD Information for Public Release DoDI 5230.09 Clearance of DoD Information for Public Release	DA&M
Serve as the DoD appellate authority for security review	DA&M: 4.10.7.		DA&M
Serve as DoD representative to the National Capital Planning Commission	DA&M: 4.11.1.	DoDI O-3020.43 Emergency Management and Incident Command on the Pentagon Facilities	DA&M
Serve as member of Continuity Executive Steering Group (relative to supporting continuity plans including Ravenrock Mountain Complex (RRMC) equities)	DA&M: 4.11.5.		DA&M
Serve as Executive Secretary to the OSD Management Forum (which is designed to coordinate and integrate OSD-wide administrative and management issues)	DA&M: 4.11.6.		DA&M
Develop, coordinate, issue policy, and oversee the administration, organization, and management of the OSD Historical Program	DA&M: 4.12.1.		DA&M
Develop, coordinate, issue policy, and oversee the administration, organization, and management of the Premium Class Travel Program for OSD, DAFA, FACA operating under auspices of OSD, and special high-level guests of the DoD	DA&M: 4.12.3.		DA&M
Develop, coordinate, issue policy, and oversee the administration, organization, and management of the Pentagon Executive Dining Facilities	DA&M: 4.12.4.	DoDI 5000.24 Pentagon Executive Dining Facilities (EDFs)	DA&M
Approve ORF expenditures up to \$50K for OSD and DAFA (may delegate approval up to \$1K to Senior Executive Service (SES) members or General Officers/Flag Officers (GOFO))	DA&M: 4.13.		DA&M

**Functional Transfer of Former-CMO Responsibilities**

Responsibility (209)	Reference	Issuance OPR (126)	Assignment
Determine the Washington local commuting area for personnel conducting official business from permanent or temporary duty stations located in the NCR	DA&M: 4.14.	DoDI 4515.14 Washington Local Commuting Area	DA&M
Coordinate and oversee all matters relatign to special command positions, designate new/cancel existing designations, maintain list, and notify and solicit comments from Secretaries of the MILDEPs before assigning responsibility for furnishing quarters and amenities to new positions	DA&M: 4.15.	DoDI 1338.21 Special Command Positions (SCPS)	DA&M
Analyze, program, advise, and control manpower resources and provide oversight of civilian and military personnel management for OSD and assigned activities	DA&M: 4.16.	DoDI 1100.23 Detail of Personnel to OSD DoDI 1348.35 OSD Identification Badge Program DoDI 1005.15 DoD Civilian Flags	DA&M
Analyze, program, advise, and control the manpower and personnel management, coordination, appointment, evaluation, and compensation of executive and political personnel in OSD and assigned activities	DA&M: 4.16.1.	DoDI 1402.03 V1 SES/SL/ST in the 4E: Administration DoDI 1402.03 V2 SES/SL/ST in the 4E: Executive Resources Management DoDI 1402.03 V3 SES/SL/ST in the 4E: Staffing, Reassignments, Transfers, Details, and Reinstatements DoDI 1402.03 V5 SES/SL/ST in the 4E: Performance Management and Presidential Rank Awards DoDI 1402.03 V6 SES/SL/ST in the 4E: Probationary Periods, Disciplinary Actions, and Removals	DA&M
Provide a senior representative to the Defense Intelligence Human Resources Board	DA&M: 4.16.3.		DA&M
Allocate Defense Intelligence Senior Executive Service (DISES) resources after functional review and approval by the Under Secretary of Defense (USD) for Intelligence and Security (I&S)	DA&M: 4.16.3.		DA&M
Manage the DISES and Defense Intelligence Senior Level (DISL) Presidential Rank Awards program	DA&M: 4.16.3.		DA&M
Oversee a resource strategy process to formulate, present, and defend POM and BES for the administration and operation of OSD appropriations and funds	DA&M: 4.17.		DA&M
Establish and approve guidelines and provide oversight for OSD regarding installation and management of official telecommunications equipment in private residences for national defense purposes in accordance with 31 USC 1348	DA&M: 4.18.		DA&M
Chair the Pentagon Governance Council (develop solutions for common business and security services for the administration and management of the Pentagon Reservation and supported NCR facilities)	DA&M: 4.19.1.		DA&M
Provide approval for enterprise common IT concepts and services through the Pentagon Area Chief Information Officer Council and implementation plans for the Pentagon Reservation	DA&M: 4.19.2.		DA&M

**Functional Transfer of Former-CMO Responsibilities**

Responsibility (209)	Reference	Issuance OPR (126)	Assignment
Decide all appeals of protest to the DoD Concessions Committee solicitations and/or contracts addressed by the Chair of the committee for the Pentagon Reservation	DA&M: 4.19.3.		DA&M
Provide policy, oversight, direction, and control, including management, operations, security, protection, safety, renovation, construction, and IT of the Pentagon, RRMCM, and supported facilities in the NCR.	DA&M: 4.2.	DoDI O-5100.11 RRMCM	DA&M
Provide for ongoing transformation and improvement of RRMCM into a fully-integrated, unified DoD enterprise supporting DoD continuity and Command and Control (C2)	DA&M: 4.2.		DA&M
Support DoD-wide governance and institutional reform initiatives	DA&M: 4.3.	DoDD 5105.79 DoD Senior Governance Councils	DA&M
Provide administrative support to Deputy's Action Working Group [currently designated as the Deputy's Management Action Group (DMAG)] and track, assess, and report progress on directed tasks	DA&M: 4.3.		DA&M
Manage, coordinate, track, and report on progress toward implementing DoD-wide strategic initiatives, ensuring proper administration of all reporting requirements	DA&M: 4.3.		DA&M
Advise and assist on organizational and management problems and issues	DA&M: 4.4.		DA&M
Advise and assist on organizational adjustments, structural realignments, and Congressionally-mandated or senior-level commissioned organizational or management reforms to achieve increased effectiveness, efficiency, and economy of operations	DA&M: 4.4.		DA&M
Conduct analyses and studies of DoD organizations, missions, and functions, and recommend changes for improved organizational, structural, functional, and managerial arrangement for the administration of DoD plans and programs	DA&M: 4.5.		DA&M
Develop and maintain chartering directives for OSD PSAs	DA&M: 4.6.	DoDD 5105.02 DSD DoDD 5111.01 USD(P) DoDD 5118.03 USD(C)/CFO DoDD 5124.02 USD(P&R) DoDD 5135.02 USD(A&S) DoDD 5137.02 USD(R&E) DoDD 5143.01 USD(I&S) DoDD 5141.02 DOT&E DoDD 5105.84 DCAPE DoDD 5144.02 CIO DoD DoDD 5145.01 GC DoD DoDD 5106.01 IG DoD DoDD 5105.82 DCMO DoDD 5148.11 ATSD(IO) DoDD 5122.05 ATSD(PA) DoDD 5111.11 DNA DoDD 5105.53 DA&M DoDD 5142.01 ASD(LA) DoDD 5111.10 ASD(SOLIC)	DA&M

**Functional Transfer of Former-CMO Responsibilities**

Responsibility (209)	Reference	Issuance OPR (126)	Assignment
Develop and maintain chartering directives for OSD Presidentially Appointed, Senate-confirmed (PAS) officials	DA&M: 4.6.	DoDD 5111.03 DUSD(P) DoDD 5118.07 DUSD(C) DoDD 5124.08 DUSD(P&R) DoDD 5135.03 DUSD(A&S) DoDD 5137.03 DUSD(R&E) DoDD 5143.02 DUSD(I&S) DoDD 5111.07 ASD(ISA) DoDD 5111.13 ASD(HD&GS) DoDD 5111.17 ASD(APSA) DoDD 5124.10 ASD(M&RA) DoDD 5124.11 ASD(R) DoDD 5134.08 ASD(NCB) DoDD 5136.01 ASD(HA) DoDD 5314.12 ASD(L&MR) Pending ASD(A) Pending ASD(S) Pending ASD(EI&E) Pending ASD(IBP) Pending ASD(SP) DoDD 5134.13 DUSD(A&T)* DoDD 5134.3 DDR&E* DoDD 5111.18 ASD(GSA)* DoDD 5134.15 ASD(OEP&P)*	DA&M
Develop and maintain chartering directives for Defense Agencies	DA&M: 4.6.	DoDD 5100.20 NSA/CSS DoDD 5105.19 DISA DoDD 5105.21 DIA DoDD 5105.22 DLA DoDD 5105.23 NRO DoDD 5105.36 DCAA DoDD 5105.42 DSS (DCSA) DoDD 5105.55 DeCA DoDD 5105.60 NGA DoDD 5105.62 DTRA DoDD 5105.64 DCMA DoDD 5105.65 DSCA DoDD 5105.68 PFPA DoDD 5110.10 DPAA DoDD 5118.05 DFAS DoDD 5134.09 MDA DoDD 5134.10 DARPA DoDD 5136.13 DHA DoDD 5145.04 DLSA Pending SDA	DA&M



### Functional Transfer of Former-CMO Responsibilities

Responsibility (209)	Reference	Issuance OPR (126)	Assignment
Develop and maintain chartering directives for DoD Field Activities	DA&M: 4.6.	DoDD 1342.20 DoDEA DoDD 3030.01 OEA DoDD 5100.87 DoDHRA DoDD 5105.71 TRMC DoDD 5105.72 DTSA DoDD 5105.73 DTIC DoDD 5105.74 DMA DoDD 5110.04 WHS	DA&M
Develop and maintain chartering directives for other DoD organizations and activities, as required	DA&M: 4.6.	DoDD 5105.85 DIU DoDD 5105.86 SCO DoDD 5105.87 DDS DoDD O-5105.88 OSD Red Team	DA&M
Develop, coordinate, and issue DoD policy for the transition of administration officials and appointees	DA&M: 4.7.	DoDD 5105.76 Transition of Administration Appointees and Other Officials	DA&M
Coordinate administrative and executive matters pertaining to the accession and departure of key senior DoD personnel, in coordination with the White House Liaison Office (WHLO)	DA&M: 4.7.		DA&M
Oversee the assignment of DoD Executive Agent (EA) and other management arrangements and the management of the DoD EA process	DA&M: 4.8.	DoDD 5101.01 DoD EA DoDD 5100.96 DoD Space Enterprise Governance and Principal DoD Space Advisor (PDSA)	DA&M
Oversee and facilitate the control, processing, and archiving of correspondence addressed to or emanating from the SD/DSD/Executive Secretary (EXECSEC), and establish policy for, and oversee, enterprise requirements for processign and tracking correspondence to the SD/DSD	DA&M: 4.9.	DoDI 5045.01 Implementation of CATMS	DA&M
Exercise authority, direction, and control over the Director, Washington Headquarters Services (WHS)	DA&M: 5.1.2.1.		DA&M
Exercise authority, direction, and control over the Deputy DA&M (who may be assigned as Director, WHS)	DA&M: 5.1.2.1.		DA&M
Exercise authority, direction, and control over the Director, Pentagon Force Protection Agency (PFPA)	DA&M: 5.1.2.2.		DA&M
Authority to issue DoD policy within assigned authorities and responsibilities, in accordance with the DoD Issuance Program	DA&M: 6.1.		DA&M
Exercise signature authority for DSD to cancel DoD Directives and to approve administrative changes and reissuances of DoD Directives, after proper coordination of the Directive consistent with the DoD Directives Program (DoDI 5025.01)	DA&M: 6.10.		DA&M
Authorize and/or approve premium-class travel for OSD, DAFA, Federal Advisory Committees operating under the auspices of OSD, and special high-level guests of the DoD	DA&M: 6.11.		DA&M
Assign responsibility, manage distribution, and exercise oversight of the administration of funds made available to the SD from the annual appropriations acts for the award of miscellaneous grants	DA&M: 6.14.		DA&M

**Functional Transfer of Former-CMO Responsibilities**

Responsibility (209)	Reference	Issuance OPR (126)	Assignment
Execute responsibilities as the Senior Management Official for the Pentagon and NCR supported facilities in accordance with the National Response Plan, the National Incident Management System, and the National Infrastructure Protection Plan (all DHS-managed plans)	DA&M: 6.15.		DA&M
Exercise oversight of the OSD Records Management and Declassification Programs	DA&M: 6.16.		DA&M
Authority to obtain reports and information, as necessary, in carrying out assigned responsibilities and functions	DA&M: 6.2.		DA&M
Authority to communicate with DoD Component heads, as necessary, to carry out assigned responsibilities and functions	DA&M: 6.3.		DA&M
Authority to establish arrangements for DoD participation in non-DoD governmental programs when assigned primary DoD cognizance	DA&M: 6.4.		DA&M
Authority to communicate with other Executive Branch officials, representatives of the Legislative Branch, State and local officials, and members of the public, as appropriate, in carrying out assigned responsibilities and functions	DA&M: 6.5.		DA&M
Act as the security review appellate authority for OSD and Office of the CJCS with respect to information that was denied official public disclosure as the result of a security review	DA&M: 6.6.		DA&M
Designated as PSA for matters relating to management and improvement of DoD business operations	DCMO: 4.		DA&M
Recommend to DSD methodologies and measurement criteria to better synchronize, integrate, and coordinate DoD business operations and ensure optimal alignment in support of DoD warfighter mission	DCMO: 4.a.(1)		DA&M
Develop and maintain the DoD Strategic Management Plan (through the DBSMC [eliminated])	DCMO: 4.a.(2)		DA&M
Advise SD on performance goals and measures and assessing progress against those goals	DCMO: 4.a.(3)		DA&M
Designated as Performance Improvement Officer (PIO) consistent with Executive Order (EO) 13450	DCMO: 4.d.		DA&M
Assist OSD and DoD Component heads in ensuring the strategic plans, performance goals, and measures are aligned with, and ensure accountability to, the DoD strategic goals.	DCMO: 4.f.	DoDI 7650.02 Engaging with the Government Accountability Office (GAO) on GAO Audits	DA&M
Ensure that business transformation policies and programs are designed and managed to improve performance standards, economy, and efficiency	DCMO: 4.g.		DA&M
Establish the DoD Continuous Process Improvement (CPI)/Lean Six Sigma (LSS) Program Office and develop and maintain applicable CPI/LSS guidance, standards, and best practice information for the DoD Components, to include a DoD-wide CPI awards program and CPI/LSS performance objectives initiative	DoDD 5010.42: 4.a.		DA&M
Oversight of issuances		DoDD 5010.42 DoD-wide CPI/LSS Program DoDI 5010.43 Implementation and Management of DoD-wide CPI/LSS Program	DA&M
Appoint DoD Sponsors for DoD-supported Committees	DoDI 5105.04: 4.3.		DA&M

**Functional Transfer of Former-CMO Responsibilities**

Responsibility (209)	Reference	Issuance OPR (126)	Assignment
Appoint and oversee the Advisory Committee Management Officer (ACMO) designated pursuant to FACA (5 USC 8 App.)	DoDI 5105.04: 5.1.6.		DA&M
Serve as the appellate authority for DoD security and policy review process	DoDI 5230.09: 2.1.		DA&M
Develop, coordinate, issue policy, and oversee the administration, organization, and management of the use of Appropriated Funds for Official Representation Purposes	DoDI 7250.13	DoDI 7250.13 Use of Appropriated Funds for Official Representation Purposes DoDI O-2000.27 DoD Senior Foreign Official Visit Program (SFOVP)	DA&M
Budget and account for resources necessary to support Official Representation Fund (ORF) requirements for SD, OSD, Defense Commissary Agency (DeCA), Missile Defense Agency (MDA), and Uniformed Services University for Health Sciences (USUHS)	DoDI 7250.13: 2.a.		DA&M
Oversight of issuances	Issuance OPR	DoDD 1005.13 Gifts and Decorations from Foreign Governments DoDI 1005.14 Department of Defense Spirit of Hope (SOH) Award	DA&M
Oversight of issuances	Issuance OPR	DoDD 5100.01 Functions of the DoD and Its Major Components DoDD 3000.06 Combat Support Agencies (CSAs) DoDD 5100.03 CCSAs DoDD 5105.77 NGB DoDD 5106.04 Defense lgs	DA&M
Implementation of the Federal Performance Framework for Improving Program and Service Delivery	OMB Circular A-11 (Part 6)		DA&M
Develop a strategic management plan (SMP) for the DoD, and provide updated SMPs to Congress every two years [Including: performance goals and measures, key initiatives to achieve goals, procedure to monitor progress, procedures to review/approve plans and budgets for changes in business operations, and procedures to oversee the development of, and review and approve, all budget requests for defense business systems]	PL.110-181; Sec. 904(d)(1)		DA&M
Administrative and correspondence support for PSA (front office support)			DA&M
Oversight of Armed Forces Retirement Home (AFRH)		DoDI 1000.28 Armed Forces Retirement Home (AFRH)	DA&M
Oversight of issuances		DoDI 5030.60 Reimbursable Project Work Authorization (Above Standard Orders) Procedures for WHS-Owned and Delegated Leased Facilities	DA&M

### Functional Transfer of Former-CMO Responsibilities

Responsibility (209)	Reference	Issuance OPR (126)	Assignment
Review of legislative actions for organizational and management responsibilities			DA&M
Provide administrative support to the Defense Business Board (DBB)			DA&M
Oversight of Implementation of the President's Management Agenda (TBP) Note: anticipate that DoD will be asked to co-lead one or more PMA cross-agency priority goals.			DA&M
Serve as member of Internal Controls Senior Assessment Team (relative to internal controls over financial reporting and internal control assessment process)	DA&M: 4.11.4.		DA&M/USD(C)
Develop, coordinate, issue policy, and oversee the administration, organization, and management of the OSD Managers' Internal Control Program	DA&M: 4.12.2.		DA&M/USD(C)
Implementation of Management's Responsibility for Enterprise Risk Management and Internal Controls	OMB Circular A-123		DA&M/USD(C)
Enterprise Risk Management (ERM) and Risk Management Internal Controls (non-financial controls)	OMB Circular A-123 and A-11 Part 6		DA&M/USD(C)
Establish a Defense Business Council (DBC), chaired by the CMO and CIO DoD, to provide advice to the SD on developing the defense business enterprise architecture, reengineering DoD business processes, developing and deploying defense business systems, and developing requirements for defense business systems	10 USC 2222(f)		DA&M/USD(C)/CIO
Work with MilDep CMOs to identify and exchange the information necessary to facilitate the execution of the responsibilities of the DSD as the CMO	DCMO: 4.e.		DA&M/USD(C)/CIO
Prepare and provide reports and other information to the Privacy and Civil Liberties Oversight Board	42 USC 2000ee(d)(3)(A)		ATSD(PCLT)
Designate no less than one senior officer to serve as Chief Privacy Officer and Chief Civil Liberties Officer (may be more than one official) who shall report directly to the SD and coordinate activities with the IG DoD	42 USC 2000ee-1(a)		ATSD(PCLT)
Designated as Chief Privacy Officer with primary responsibility for privacy and data protection policy	42 USC 2000ee-2(a)		ATSD(PCLT)
Produce and submit to Congress an annual report on DoD data mining activities	42 USC 2000ee-3(c)(1)		ATSD(PCLT)
Each agency will designate a Chief FOIA Officer, at the Assistant Secretary or equivalent level, who will have agency-wide responsibility for their FOIA program and review at least annually all aspects of the administration of their FOIA program	5 USC 552(j)		ATSD(PCLT)
Member of Chief FOIA Officers Council	5 USC 552(k)(2)		ATSD(PCLT)
Establish a Data Integrity Board to oversee and coordinate DoD data matching programs and efforts	5 USC 552a(u)		ATSD(PCLT)
Serve as Regulatory Policy Officer	Administrative Instruction (AI) 102: 5.1.		ATSD(PCLT)
Designated as PSA for the independent oversight of all intelligence, counterintelligence, and intelligence-related activities in DoD	ATSD(IO): 3.		ATSD(PCLT)
Inspects all intelligence or intelligence-related activities conducted by any DoD Component to ensure activities comply with federal law, Executive orders, Presidential Directives, Intelligence Community (IC) Directives, and DoD issuances	ATSD(IO): 3.		ATSD(PCLT)

**Functional Transfer of Former-CMO Responsibilities**

Responsibility (209)	Reference	Issuance OPR (126)	Assignment
Develops IO policy and IO guidance, including regulatory guidance implementing EO 12333 and EO 13462	ATSD(IO): 3.a.	DoDD 5148.13 Intelligence Oversight	ATSD(PCLT)
Reviews any allegation questioning the legality or propriety of DoD intelligence activities and when alleging potential criminal misconduct conducts investigation jointly with one or more Defense Criminal Investigative Organizations	ATSD(IO): 3.b.		ATSD(PCLT)
Receives, reviews, and assesses urgent and quarterly IO reports from Defense IC or DoD Components involved in intelligence-related activities and determines if action is required	ATSD(IO): 3.c.		ATSD(PCLT)
Serves as DoD lead for matters associated with the Intelligence Oversight Board (IOB) of the President's Intelligence Advisory Board (PIAB)	ATSD(IO): 3.d.		ATSD(PCLT)
Immediately reports IO matters to the SD/DSD, IOB, and DNI, in coordination with the GC DoD, for any intelligence activities of a questionable, significant, or highly sensitive nature (will not be delayed/postponed pending investigation, command inquiry, congressional reporting, or legal proceeding)	ATSD(IO): 3.d.(1)		ATSD(PCLT)
Provides quarterly reports to SD/DSD, IOB, and DNI, in coordination with the GC DoD, on the status of previously reported IO matters that have not been resolved or remain active	ATSD(IO): 3.d.(2)		ATSD(PCLT)
Conduct staff assistance visits and independent inspections of DoD Components that engage in intelligence activities to verify personnel are familiar and in compliance with policy and implementing documents	ATSD(IO): 3.e.		ATSD(PCLT)
Ensures Defense IC efforts are focused on intelligence and security interests and issues that have a foreign connection	ATSD(IO): 3.e.		ATSD(PCLT)
Assesses and evaluates performance of DoD intelligence activities based upon inspections/visits, at the request of DoD senior leadership, or when necessary	ATSD(IO): 3.f.		ATSD(PCLT)
Provides reports on areas of special interest to requesting official, DoD Component head, SD/DSD, IOB, and DNI, in coordination with the GC DoD, and conducts inspections to assess quality and thoroughness of IO inspection procedures	ATSD(IO): 3.f.		ATSD(PCLT)
Monitors investigations and inspections conducted by DoD Components related to intelligence activities, evaluates finding, and recommends corrective actions to the SD/DSD, IOB, and DNI	ATSD(IO): 3.g.		ATSD(PCLT)
Serves as advisory member of the Defense Counterintelligence and Human Intelligence Enterprise Board of Directors	ATSD(IO): 3.h.		ATSD(PCLT)
Attends as an observer to the Senior Military Intelligence Officer Conference	ATSD(IO): 3.h.		ATSD(PCLT)
Reviews and validates annual financial audit of all funds generated by DoD intelligence commercial activities and report results to USD(I&S)	ATSD(IO): 3.i.		ATSD(PCLT)
Coordinates with USD(I&S) on matters relating to HUMINT, CI, and collection of information on US persons	ATSD(IO): 3.j.	DoDD 5200.27 Acquisition of Information Concerning Persons and Organizations Not Affiliated With The DoD	ATSD(PCLT)
Reviews DoD clandestine intelligence activities and intelligence-related sensitive activities to ensure compliance with federal law, EOs, IC directives, and DoD issuances as they pertain to IO	ATSD(IO): 3.j.		ATSD(PCLT)
Maintains liaison with IC elements, Federal, State, local, and tribal law enforcement organizations, as required, to ensure DoD intelligence activities and DoD intelligence support to LE agencies: (1) protect civil liberties of DoD personnel and the public, and (2) are conducted in accordance with all applicable laws, IO policies, and regulations	ATSD(IO): 3.k.		ATSD(PCLT)

**Functional Transfer of Former-CMO Responsibilities**

Responsibility (209)	Reference	Issuance OPR (126)	Assignment
Periodically reviews DoD sensitive support provided to DoD Components and other departments/agencies to ensure compliance with IO policy	ATSD(IO): 3.l.		ATSD(PCLT)
Coordinates with IG DoD on matters relating to IO in the IG areas of responsibility	ATSD(IO): 3.m.		ATSD(PCLT)
Develops and implements IO outreach programs, including international conferences and symposiums, with international organizations and other organizations, in coordination with USD(P)	ATSD(IO): 3.n.		ATSD(PCLT)
Monitors IO matters in intelligence support and involvement in DoD programs regarding information operations, special operations, critical infrastructure protection, DoD information assurance, homeland defense, insider threat, enduring constitutional government, continuity of government operations, and continuity of operations	ATSD(IO): 3.o.		ATSD(PCLT)
Provides IO training and supplemental training materials to CCMD IG personnel as part of IG DoD's joint IG course	ATSD(IO): 3.p.		ATSD(PCLT)
Informs DoD Civil Liberties Officer or DoD Component head concerned when in the course of carrying out responsibilities, civil liberties issues are identified	ATSD(IO): 3.q.		ATSD(PCLT)
Exercises authority to communicate directly with the IOB of the PIAB, the Office of the DNI, other Executive Branch officials, representatives of the Legislative Branch, members of the public, representatives of foreign governments, and international organizations, as appropriate, in carrying out assigned responsibilities and functions	ATSD(IO): 5.e.		ATSD(PCLT)
Exercise complete and unrestricted access to all available intelligence and intelligence-related information, regardless of classification or compartmentalization, including intelligence SAPs, from all DoD Components and personnel, as required, in carrying out assigned responsibilities and functions	ATSD(IO): 5.f.		ATSD(PCLT)
Authority to require an IG or other responsible investigative official of a DoD Component to report allegations of improprieties or illegalities of intelligence activities by, or within, a DoD Component, or allegations regarding an intelligence activity that a reasonable person would believe to be unlawful or contrary to EO or Presidential directive	ATSD(IO): 5.f.(1)		ATSD(PCLT)
Authority to obtain information on the status, proceedings, and finding of investigations or allegations	ATSD(IO): 5.f.(2)		ATSD(PCLT)
Authority to communicate directly with the head of an element, conduct interviews, take sworn statements, and examine records incident to an inspection or investigation of any DoD Component in carrying out assigned functions	ATSD(IO): 5.g.		ATSD(PCLT)
Monitor and conduct investigations of violations of law, orders, regulations, directives, or policy, and other other questionable intelligence activities as they relate to IO; and conduct investigations jointly with one or more Defense Criminal Investigative Organizations when matters involve potential criminal activity or subsequently uncover evidence of potential criminal activity	ATSD(IO): 5.h.		ATSD(PCLT)
Designated as DoD Chief Freedom of Information Act (FOIA) Officer	DA&M: 4.10.6.		ATSD(PCLT)
Develop, coordinate, issue policy, and oversee the administration, organization, and management of the DoD FOIA Program consistent with 5 USC 552	DA&M: 4.10.6.	DoDD 5400.07 DoD FOIA Program	ATSD(PCLT)
Designated as DoD Senior Privacy Official	DA&M: 4.10.8.		ATSD(PCLT)

### Functional Transfer of Former-CMO Responsibilities

Responsibility (209)	Reference	Issuance OPR (126)	Assignment
Develop, coordinate, issue policy, and oversee the administration, organization, and management of the DoD Privacy Program consistent with 5 USC 552a	DA&M: 4.10.8.	DoDI 5400.11 DoD Privacy and Civil Liberties Programs DoDD 5200.27 Acquisition of Information Concerning Persons and Organizations Not Affiliated With The DoD	ATSD(PCLT)
Develop, coordinate, issue policy, and oversee the administration, organization, and management of the DoD Regulatory Planning and Review Program	DA&M: 4.10.9.		ATSD(PCLT)
Serve as the functional proponent for the Regulatory Program on behalf of the DoD Regulatory Policy Officer	DA&M: 4.10.9.		ATSD(PCLT)
Act as the FOIA appellate authority for OSD, OCJCS, CCMDs, and designated DoD Field Activities with respect to information that was denied public disclosure by an authorized initial denial authority under one or more of the exemptions in 5 USC 552	DA&M: 6.7.		ATSD(PCLT)
Act as the Privacy Act Access and Amendment appellate authority for OSD and OCJCS when an individual is denied access to, or amendment of, records under 5 USC 552a	DA&M: 6.8.		ATSD(PCLT)
Exercise oversight of the daily functional operations of the DoD Regulatory Planning and Review process	DA&M: 6.9.		ATSD(PCLT)
Designated as DoD Privacy and Civil Liberties Officer (PCLO)	DoDI 5400.11: 2.1.a.		ATSD(PCLT)
Designates a Senior Agency Official for Privacy (SAOP)	DoDI 5400.11: 2.1.f.		ATSD(PCLT)
Establish, and designate a Chair of, the Defense Data Integrity Board	DoDI 5400.11: 2.2.b.		ATSD(PCLT)
Serve as Regulatory Policy Officer (who shall report directly to the SD) and be involved in each stage of the regulatory process to foster the development of effective, innovative, and least burdensome regulations and further the principals of EO 12866	Section 6.(a)(2) of EO 12866 (1993)		ATSD(PCLT)
Designated by agency head, a Senior Agency Official for Privacy	EO 13719: 3.		ATSD(PCLT)
Serve as a member of the Federal Privacy Council (assigned to the DoD SAOP)	EO 13719: 4.(b)		ATSD(PCLT)
Develop and maintain the Defense Business Enterprise Architecture (DBEA) to guide development of integrated DoD business processes (must be integrated into the Information Technology Enterprise Architecture (ITEA) developed by the CIO DoD)	10 USC 2222(e)(1)		CIO/CDO
Exercise primary decision-making authority with respect to the development of common enterprise data	10 USC 2222(e)(6)(A)		CIO/CDO
Develop an associate data governance process and oversee the preparation, extraction, and provision of data across the defense business enterprise (in consultation with the Defense Business Council)	10 USC 2222(e)(6)(A)		CIO/CDO
Conduct annual information technology portfolio review (as done by other agency CIOs) of non-national security systems business systems, in consultation with USD(A&S), CIO DoD, and other appropriate DoD officials to identify ways to increase efficiency/effectiveness, reduce duplication and waste, and optimize/align multi-year resource allocation	40 USC 11319(d)(4)	DoDD 8470.01E DoD EA for Commercial Software Product Management of Core Enterprise Technology Agreements (CETAs)	CIO/CDO
Develop and maintain a comprehensive data inventory that accounts for all data assets created by, collected by, under the control or direction of, or maintained by the agency	44 USC 3511(a)		CIO/CDO
Submit public data assets for inclusion in the Federal data catalogue	44 USC 3511(b)		CIO/CDO
The head of each agency shall designate a nonpolitical appointee employee in the agency as the Chief Data Officer (CDO) of the agency (currently designated to an official under the CIO)	44 USC 3520(a)		CIO/CDO

**Functional Transfer of Former-CMO Responsibilities**

Responsibility (209)	Reference	Issuance OPR (126)	Assignment
Member of Chief Data Officers Council	44 USC 3520A(c)		CIO/CDO
Member of Advisory Committee on Data for Evidence Building	5 USC 315(b)		CIO/CDO
Champion and establish enterprise-wide business systems	Legacy CMO initiative		CIO/CDO
Ensure that each covered defense business system developed, deployed, and operated by DoD: (1) supports efficient business process, (2) is integrated into a comprehensive defense business enterprise architecture, (3) is managed to provide visibility into expenditures, and (4) uses an acquisition and sustainment strategy that prioritizes use of commercial software/business practices	10 USC 2222(b)		USD(C)/CIO
Document and maintain common enterprise data, extract data from defense business systems, ensure data is same as data used for financial statements, provide data to DoD Components, and ensure consistency of common enterprise data across DoD Components (with the USD(C)) in consult with the DBC	10 USC 2222(e)(6)(B)		USD(C)/CIO
Serve as initial approving official for a covered defense business system proceeding into development (or as appropriate production or fielding) for a priority defense business system or a system of a DAFA or more than one MilDep	10 USC 2222(g)(2)(A)		USD(C)/CIO
Serve as approving official for annual certification for continued development or sustainment of a covered defense business system and provide to the milestone decision authority recommendations for corrective actions	10 USC 2222(g)(3)		USD(C)/CIO
Designate priority defense business systems (other than those that exceed \$250M/Future Years Defense Program (FYDP)) based upon complexity, scope and technical risks, and provide notification of designation to Congress	10 USC 2222(i)(5)		USD(C)/CIO
Issue supporting guidance (along with USD(Acquisition and Sustainment (A&S)), CIO DoD, and MilDep CMOs) within respective areas of responsibility for the coordination of, and decision making for, the planning, programming, and control of investments in covered defense business systems	10 USC 2222(c)(2)		USD(C)
Maintain the Financial Improvement and Audit Remediation Plan	10 USC 240b(a)(1)		USD(C)
Guidance on Obtaining Information from Financial Institutions	DoDI 5400.15	DoDI 5400.15 Guidance on Obtaining Information From Financial Institutions	USD(C)
Oversight of issuances		DoDD 5105.20 Defense Representative, US Mission to NATO and Europe DoDD 5111.12E Western Hemisphere Institute for Security Cooperation (WHINSEC)	USD(P)
Designated as Chief Management Officer (CMO)	10 USC 132a(b)(1)		N/A
Manage enterprise business operations (EBO)/shared services of DoD	10 USC 132a(b)(1)		N/A
Exercise authority, direction, and control (ADC) over Defense Agencies and DoD Field Activities (DAFA) providing shared business services, when designated	10 USC 132a(b)(3)		N/A
Authority to direct the Secretaries of the Military Departments (MilDeps) and heads of all other element of the Department with regard to matters for which the CMO has responsibility in 10 USC 132a	10 USC 132a(b)(4)		N/A



### Functional Transfer of Former-CMO Responsibilities

Responsibility (209)	Reference	Issuance OPR (126)	Assignment
Review DAFA budgets and certify required EBO efficiency and effectiveness	10 USC 132a(c)(1)(B)		N/A
Prepare SD report to Congress on DAFA EBO efficiency and effectiveness	10 USC 132a(c)(1)(C)		N/A
Serve as an advisory member of the Defense Business Systems Management Committee (DBSMC)	DA&M: 4.11.2.		N/A
Serve as a member of the Defense Human Resources Board	DA&M: 4.11.3.		N/A
Analyze, program, advise, and control the deployment and implementation of the National Security Personnel System (NSPS) for OSD and assigned activities	DA&M: 4.16.2.		N/A
Collaborate with employee representatives for implementing issuances regarding NSPS for all organizations outside the MILDEPs and Combatant Commands (CCMDs)	DA&M: 6.12.		N/A
Issue NSPS implementing issuances for organizations outside the MILDEPs and CCMDs	DA&M: 6.13.		N/A
Assist DSD in DSD's role as CMO	DCMO: 4.a.		N/A
Serve as Capability Portfolio Manager for the Corporate Management and Support Portfolio	DCMO: 4.b.		N/A
Participate as member of senior governance councils	DCMO: 4.c.		N/A
Ensure Defense Business Transformation Agency (BTA) is attentive and responsive to the requirements of its organizational customers (both internal and external to DoD)	DCMO: 4.g.		N/A
Exercise authority, direction, and control over the Director, BTA	DCMO: 5.a.(2)		N/A
Serve as Regulatory Reform Officer (who shall report periodically to the SD) [Revoked by EO 13992 (2021)]	EO 13777 (2017)		N/A
Establish a Reform Management Group [DSD Disbanded and assigned all responsibilities to the DBC on January 11, 2021]			N/A

*Notes: DCMO, DA&M, and ATSD(IO) are references to those officials' chartering directives (DoDD 5105.82, DoDD 5105.53, and DoDD 5148.11, respectively). Functions that no longer exist, or are not being reassigned, are shown as N/A in the assignment category. USC is United States Code. OPR is Office of Primary Responsibility.*