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Comptroller General

OF THE UNITED STATES

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Opportunities To Streamline The Air Force Headquarters Structure In The Pacific

The Chairman, House Committee on Appropriations, asked GAO to make this review after the Secretary of Defense's decision in 1974 to disestablish Headquarters, Pacific Air Forces, was not carried out.

Some streamlining in Hawaii was made. However, GAO found that \$16 million could be saved annually if the Pacific Air Forces would reduce excessive layering (performing the same functions at different echelons) and duplication of its headquarters staffs. These savings might be achieved through alternative approaches to reduce, consolidate, or eliminate portions of its widespread Pacific structure commanded by headquarters in Hawaii, Japan, and the Philippines.

GAO recommends that the House Appropriations Committee explore with the Secretary of Defense the opportunities discussed in this report to make further reductions in the Pacific Air Forces' headquarters and related subordinate staffs and achieve additional annual savings.



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FPCD-79-27
FEBRUARY 8, 1979





COMPTROLLER GENERAL OF THE UNITED STATES
WASHINGTON, D.C. 20548

B-160682(1)

The Honorable Jamie L. Whitten
Chairman, Committee on Appropriations
House of Representatives

Dear Mr. Chairman:

This report responds to your committee's August 16, 1978, request (app. I) that we survey the Air Force's command in the Pacific with a view toward streamlining its structure. Specifically, you asked us to provide (a) detailed information on the missions, specific tasks, and functions of each headquarters organization within the Pacific Air Forces, (b) the number and grade of personnel assigned to the headquarters organizations, (c) the cost of maintaining the current command structure, and (d) an estimate of the manpower savings that would be realized under various restructuring plans.

We studied the Pacific Air Forces' command structure, reviewed Defense and Air Force plans, and visited selected headquarters in Hawaii and subordinate units in the Western Pacific as listed in appendix VII. Although our work was completed prior to revision of plans for supporting Taiwan, the few units involved have no impact on our conclusions and recommendations.

In 1974, following House Appropriations Committee recommendations to reduce the Air Force command structure in the Pacific, the Secretary of Defense announced that Headquarters, Pacific Air Forces would be disestablished and other reductions would be made in Hawaii. The Air Force estimated that this decision would save \$34 million annually plus one-time cost savings of \$32 million. (See app. V.)

Although some reductions were made, the Air Force did not disestablish Headquarters, Pacific Air Forces as planned.

The Air Force maintained four headquarters and related staffs of 5,872 to manage and support its Pacific force structure of 175,177 military and civilian personnel at the peak of the Vietnam conflict in fiscal year 1969. Ten years later, and with a significantly reduced force structure of 33,000, the Air Force continues to maintain three management headquarters and related staffs of 1,351.

DG

POTENTIAL FOR FURTHER REDUCTIONS

We believe the Pacific Air Forces has significant layering and duplication of headquarters personnel. The amount of potential savings is uncertain. If the Pacific Air Forces reduced its staff to eliminate the 10-year increase in the ratio of management headquarters staff to combat aircraft, about 705 staff, or \$16 million, could be saved. The readiness capability resulting from these reductions would remain well above the limits stated by the Air Force and the Secretary of Defense.

These reductions could be achieved under one possible restructuring plan by eliminating the Air Force's headquarters in Japan and in the Philippines, reducing its staff at Headquarters, Pacific Air Forces in Hawaii, and consolidating, cutting back, and/or transferring their functions and responsibilities to other Air Force commands.

Under another approach to achieve the same savings, Headquarters, Pacific Air Forces in Hawaii--with its 1,019 staff--could be reduced by 705 staff without affecting other Pacific headquarters.

Headquarters, Pacific Air Forces controls units in the Pacific primarily through staff in Hawaii and staffs at 5th Air Force in Japan and 13th Air Force in the Philippines (see app. II). As management headquarters, these top organizations provide subordinate units with

- policy development and/or guidance;
- long-range planning, programing, and budgeting;
- management and distribution of resources; and
- program performance review and evaluation.

These three management headquarters were authorized 1,351 staff in the fourth quarter of fiscal year 1978, with about 75 percent of the total strength, or 1,019 staff, authorized for Headquarters, Pacific Air Forces, including the 615th Support Squadron, which provides administrative support (see app. III). In fiscal year 1978, it cost \$33.3 million to maintain these headquarters and related staffs (see app. IV), an increase of more than \$660,000 over fiscal year 1977.

The present force structure consists of about 33,000 military and civilian personnel, a reduction of more than 142,000 since the Vietnam conflict. The Air Force has reduced its management headquarters staffs but has eliminated only one of its four management headquarters during this period, as shown in the following table.

Fiscal year	Headquarters					Total
	Pacific Air Forces & 615th Support Squadron	5th Air Force	7th Air Force	13th Air Force		
------(Authorized spaces)-----						
1969	2,317	867	1,926	726		5,836
1972	1,961	519	237	664		3,381
1975	1,372	270	99	504		2,245
1978	1,019	226	-	106		1,351

Headquarters, 7th Air Force, which served as the Air Force component to the U.S. Military Assistance Command, Vietnam for combat operations in Southeast Asia, was disestablished in fiscal year 1975.

Although the Air Force has reduced staffing in these management headquarters by 4,485 spaces, or 77 percent, since fiscal year 1969, reductions in comparable combat resources managed and supported by the Pacific Air Forces have been greater. The following table shows reductions that have occurred in total personnel, wings, squadrons, and aircraft.

Combat resources	Status as of end of fiscal year		Reduction	
	1969	1978	Number	Percent
Total personnel	175,200	33,000	142,200	81
Wings	25	4	21	84
Squadrons	110	14	96	87
Aircraft	a/ 2,156	240	1,916	89

a/As of Dec. 31, 1968.

The ratio of management headquarters staff to the combat resources has significantly increased since operations ceased in Vietnam. For example, the ratio of these staff per aircraft has more than doubled from 2.7 during wartime to its present peacetime level of 5.6 in fiscal year 1978. Increases have also occurred in the relationships between these staff and the number of squadrons, wings, and total personnel.

We are not suggesting that these relationships should always be maintained at some predetermined level. However, because reductions in combat resources have been greater than reductions in the management headquarters staffs, we feel there is potential for further reductions.

We believe that, in a peacetime environment and in a period of fiscal belt tightening, the Air Force could reduce its headquarters staffs and support its combat resources in the Pacific on a level more closely in line with the ratios that existed during the Vietnam conflict. These reductions could be made and still retain the capability, as stated by the Secretary of Defense in 1974, to expand rapidly the command and control mechanism should a major contingency require the rapid deployment of a combat force.

Savings could also be achieved--but to a lesser degree--if the Air Force reduced its staff positions to a level more closely in line with the ratios that existed for the number of wings, squadrons, and total personnel managed and supported in fiscal year 1969. For example, if the 110 squadrons were used as the criterion, as many as 588 spaces could be eliminated and as much as \$13.2 million could be saved.

Many of these savings could have been achieved had the Air Force disestablished Headquarters, 5th Air Force and reduced Headquarters, Pacific Air Forces, as recommended by the House Appropriations Committee in 1974, and/or disestablished Headquarters, Pacific Air Forces as planned. These actions could have eliminated the fragmentation of functions and responsibilities in these management headquarters.

Fragmentation of functions
and responsibilities

We analyzed data provided by Headquarters, Pacific Air Forces that shows the fragmentation of functions and responsibilities in these management headquarters (see table in app. VI). This dispersal or division of activities results in part because the Air Force continues to maintain three management headquarters and related staffs in the Pacific to plan for and conduct both theater-wide and regional operations. Unfortunately, fragmentation adds to staffing costs and delays decisionmaking.

While the level of staffing varies, the table shows that the management headquarters staffs are involved in operations, plans, material, and intelligence activities. The majority of total staff effort is concentrated at Headquarters, Pacific Air Forces, including the 615th Support Squadron. Because the Air Force did not eliminate more than one of its management headquarters and related staffs, we found similar types of work in many of these functions being performed by staffs at the different headquarters. Basically only the scope or geographical range of their responsibilities differed. With the reduction in combat forces, these differences tend to dissolve and result in duplicative analyses of the same data.

For example, the staffs in the 280 spaces authorized Pacific-wide for operations were performing activities aimed at achieving combat readiness of assigned forces in their primary geographic areas of responsibility so that

- 153 staff authorized for Headquarters, Pacific Air Forces, including the 615th Support Squadron, were monitoring the operational readiness of the units in Korea, Okinawa, and the Philippines;
- 90 staff authorized for Headquarters, 5th Air Force were also monitoring the operational readiness of the same units in Korea and Okinawa; and
- 37 staff authorized for Headquarters, 13th Air Force were also monitoring the operational readiness of the same units in the Philippines.

This overlap of responsibilities also applies to other functional areas such as plans and programs, material, and intelligence activities.

We believe analysis of fragmentation of activities can be used to assess the potential for unnecessary management headquarters and related staffs and also serve as the basis for planning organizational consolidations and/or eliminations.

PACIFIC AIR FORCES' COMMENTS
AND GAO EVALUATION

Officials at Headquarters, Pacific Air Forces were given an opportunity to study this report, verify the accuracy of data presented, and discuss it with us. We have considered their comments in the report's final preparation.

They disagreed with our view that the staff at their three management headquarters should be significantly reduced. They said that any layering or duplication of staff could be dealt with by local staffing surveys.

They said that the Air Force mission had undergone considerable change in the Western Pacific primarily because of the drawdown of U.S. forces. As a result of this change in mission and past decreases in the size and structure of the management headquarters, additional responsibilities have been concentrated at Headquarters, Pacific Air Forces. This is particularly true for safety and personnel functions and pertains in varying degrees to most functional areas.

They reaffirmed the comments of subordinate officials during our visits that the present staffing was needed to provide the

- symbol of our defense commitment in the Pacific;
- political interface required with our Pacific allies under several unrelated treaty commitments;
- command direction, policy guidance, and staffing continuity necessary for its subordinate operational force located over an immense geographical area of responsibility;
- basic headquarters structure for expanding, should a contingency develop; and
- capability to plan for and conduct both theater-wide and regional operations as assigned by the Commander in Chief, Pacific.

They said the headquarters staffs could not absorb the additional work resulting from further reductions. They felt that the management headquarters and related staffs were adequate and had demonstrated they were responsive and effective in past events such as the South-east Asian conflict and the "tree-cutting" incident in Korea in 1976. Moreover, they said, regardless of future changes in management headquarters structure in the Pacific, the functions now being performed would still have to be performed.

We do not question the purposes of these headquarters but believe that they have been overlaid with staff. We believe reductions can be made because the fragmentation and duplication of effort have tended to prevent management headquarters from reducing at the same rate as combat resources. Staffing survey teams have not been effective in initiating reductions in Pacific management headquarters. The bulk of their effort has been directed toward lower echelon operating units. Reductions in these headquarters have been driven by budget decreases originating in the Congress and the executive branch.

As requested by your committee, we did not obtain written comments from Headquarters, United States Air Force.

CONCLUSIONS

We believe opportunities exist for the Air Force to further reduce its management headquarters and related staffs in the Pacific. We believe these reductions would achieve manpower economies consistent with a reduced force level and streamline the Air Force command and control structure in the Pacific.

We believe the Air Force should pursue the most economically feasible peacetime management and support of its combat resources in the Pacific. On the basis of our examination of the present organizational structure, we consider the rationale behind the 1974 conclusions of the House Appropriations Committee, the Secretary of Defense, and the Air Force still valid. We conclude that a viable approach to making reductions would be to:

- eliminate the headquarters in Japan and in the Philippines;

- reduce the staff at Headquarters, Pacific Air Forces;
and
- consolidate, cut back, and/or transfer their functions and responsibilities to other commands as originally envisioned by the Air Force when considering plans to disestablish Headquarters, Pacific Air Forces.

We believe about \$16 million could be saved annually if the Air Force made these reductions.

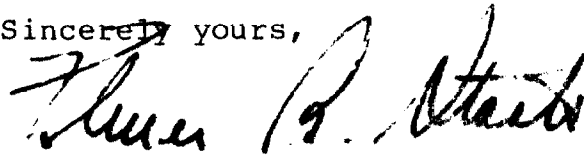
Moreover, increased efficiency could be achieved by these reductions. For example, consolidating the headquarters staffs involved in operations, plans, logistics, and intelligence activities into one management headquarters would simplify control and increase administrative efficiency. We also believe that related higher grades (see app. III), presently existing because three separate management headquarters and related staffs are maintained, may be eliminated.

RECOMMENDATIONS

Your committee asked us to estimate savings that would be realized under various restructuring plans. We recommend that your committee explore with the Secretary of Defense ways to take advantage of the opportunities discussed in this report to make further reductions in the Pacific Air Forces' headquarters and related subordinate staffs and achieve additional annual savings.

As agreed with your office, we will make copies of the report available for unrestricted distribution, 10 days from the report date.

Sincerely yours,



Comptroller General
of the United States

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APPENDIX I

APPENDIX I

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Congress of the United States
House of Representatives
Committee on Appropriations
Washington, D.C. 20515

August 16, 1978

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The Honorable Elmer B. Staats
 Comptroller General of the United States
 Washington, D. C. 20548

Dear Mr. Staats:


The Defense Subcommittee has had a continuing interest in reducing the number of military personnel engaged in unnecessary support activities. The Subcommittee has received testimony to the effect that the subject of Air Force command relationships in the Pacific has been extensively studied during the past several years and, as a result, a decision to disestablish Headquarters, Pacific Air Force was deferred. The Committee has also been informed that the Department of Defense now plans to retain the headquarters, with some modifications, for the foreseeable future. It has been noted that the Air Force command structure of the Pacific Air Forces has very limited numbers of operating forces over which it exercises control.

Accordingly, the Subcommittee believes that a survey by your office with a view toward finding opportunities for streamlining this command structure would be very useful when considering future Department of Defense and Air Force budget requests. The survey should provide: 1) detailed information on the missions, specific tasks, and functions of each headquarters organization within the Pacific Air Forces, 2) the number and grade of personnel assigned to the headquarters organizations, 3) the cost of maintaining the current command structure, 4) an estimate of the manpower savings that would be realized under various restructuring plans.

The Subcommittee staff has had preliminary discussion on this matter with members of the Federal Personnel and Compensation Division. It is understood that some work in this regard has already been conducted. We would appreciate receiving a report on the results of this work as early as possible.

Thank you for your continuing cooperation.

Sincerely,


George Mahon

DATA ON THE PACIFIC AIR FORCES' ORGANIZATION

AS REQUESTED BY THE

HOUSE APPROPRIATIONS COMMITTEE

Pacific Air Forces (PACAF) is the Air Force service command activity in the Pacific. PACAF was composed of approximately 33,000 military and civilian personnel as of July 31, 1978, of which 1,351 spaces were authorized for management headquarters positions (see appendix III).

Its approximately 240 aircraft, reduced from about 2,160 in fiscal year 1969, are organized into 14 squadrons, including 9 tactical fighter squadrons. These 9 tactical squadrons are composed of about 180 aircraft and primarily have air superiority and air-to-ground combat missions. The remaining squadrons have various missions ranging from reconnaissance to special airlift. Thirteen of these squadrons are organized under four combat wings at Osan Air Base, Korea; Kunsan Air Base, Korea; Kadena Air Base, Okinawa, Japan; and Clark Air Base, Philippines. The remaining squadron is assigned to Wheeler Air Force Base in Hawaii.

Additionally, forces belonging to other Air Force commands or offices are assigned to PACAF for operations. For example, about 35 Military Airlift Command aircraft are assigned to PACAF and organized into three squadrons with military airlift missions.

Operational command over the military forces in the Pacific always remains with the Commander in Chief, Pacific (CINCPAC) or a subordinate unified commander. Operational control, however, is delegated to wherever the forces are assigned. He controls operations of air forces through the Commander in Chief, Pacific Air Forces.

COMMANDER IN CHIEF,
PACIFIC AIR FORCES

The overall mission of the Commander in Chief, Pacific Air Forces (CINCPACAF) is to plan, conduct, control, and coordinate offensive and defensive air operations in accordance with tasks assigned by CINCPAC.

In the operational chain of command, CINCPACAF is a component commander under the operational command of CINCPAC. As a component commander, CINCPACAF is responsible for accomplishing assigned operational missions. In this capacity, he functions as the senior advisor to CINCPAC on the proper employment of aerospace forces in the Pacific. Additionally, CINCPACAF is responsible to CINCPAC for

the air defense of land areas in the Pacific through the Commanders of the Western Pacific North, Western Pacific South and the Pacific Islands Air Defense Regions.

In the administrative and support chain of command, CINCPACAF is a commander of a major command under the supervision of the Chief of Staff, U.S. Air Force. As commander of a major command, CINCPACAF exercises command over all assigned Air Force operational and support units and is responsible for their administration, personnel, training, logistics, communications, combat development and other matters.

CINCPACAF exercises both operational and administrative control over assigned forces primarily through his staff at Headquarters, PACAF, Hickam Air Force Base, Hawaii, and two major subordinate commanders, each assisted by a headquarters staff. These headquarters are the Fifth Air Force at Yokota Air Base, Japan, and the Thirteenth Air Force at Clark Air Base, Philippines. CINCPACAF discharges his operational and administrative responsibilities through the same chain of command.

These management headquarters enable CINCPACAF to conduct theaterwide operations through his staff at Headquarters, PACAF. Additionally, he can conduct operations regionally in the Northwest and Southwest Pacific through the commanders of the Fifth and Thirteenth Air Forces, respectively. He can also conduct local operations in Okinawa, Korea, and Hawaii through the commanders of air divisions in these locations which are intermediate levels of command primarily consisting of operations and planning staff.

The staff in the 1,019 spaces authorized for Headquarters, PACAF including the 615th Support Squadron, are principally involved in operational, material, personnel, and civil engineering activities (see appendix VI). Their role in these functional areas is primarily in the form of providing staff assistance to and coordinating and supervising the activities of the numbered air forces and subordinate units. For example, they develop operational policies and procedures covering command and control of assigned forces in the Pacific. They also monitor and coordinate unit aircrew training programs and ensure that the aircrews and supporting activities have the proper equipment to perform their mission.

Subordinate units

Directly subordinate to Headquarters, PACAF for administrative and operational control are the 326th Air Division, and the 15th Air Base Wing. The 400th Munitions Maintenance Squadron is directly subordinate to Headquarters, PACAF for its theater wide munitions mission.

326th Air Division

The 326th Air Division which is located at Wheeler Air Force Base, Hawaii is responsible for the air defense of Hawaii and other islands in the Pacific Air Defense Region, including Wake, Midway, Johnston, and Marshall Islands. The Air Division has no assigned aircraft but has continuous operational control over two fighter aircraft assigned to the Hawaii Air National Guard that are on constant air defense alert. In the event of an emergency, the Air Division would exercise operational control over all 18 fighter aircraft assigned to the Hawaii Air National Guard.

The staff in the 33 authorized spaces at the Air Division is primarily involved in planning for and coordinating exercises involving the air defense of Hawaii and monitoring the operation of the Air Defense Control Center in Hawaii.

15th Air Base Wing

The 15th Air Base Wing is essentially the "landlord" for Hickam Air Force Base, Wheeler Air Force Base, and Bellows Air Force Station. The staff in the 3,576 authorized spaces for the wing are basically responsible for providing such support as housing, civil engineering, recreation, religion, and legal services to units assigned to these bases, including Headquarters, PACAF which is the largest tenant at Hickam Air Force Base. Additionally, the wing also provides support to units assigned to Wake Island in the Pacific through contract with a private firm.

400th Munitions Maintenance Squadron

The 400th Munitions Maintenance Squadron which is located at Kadena Air Base, Okinawa, Japan, provides munitions support to the 18th Tactical Fighter Wing and other Kadena Air Base units for training, explosive ordnance disposal and contingency requirements. The staff in the 524 authorized spaces for the squadron are also responsible theaterwide for maintaining a war reserve munitions storage area for all Air Force units in the Pacific.

Headquarters, PACAF directly controls the operation of the squadron, including the movement of munitions in the Pacific theater. Headquarters, PACAF exercises administrative control over the squadron through the Commander, 313th Air Division, which is directly subordinate to Headquarters, Fifth Air Force.

COMMANDER, FIFTH AIR FORCE

CINCPACAF exercises operational and administrative control over assigned forces in the Northwest Pacific through the Commander, Fifth Air Force. The mission of Fifth Air Force is to conduct offensive and defensive air operations in accordance with tasks assigned by CINCPACAF, maintain assigned forces at a level of readiness to insure that directed operations are completed successfully, and to act as the CINCPACAF representative in the Northwest Pacific.

The responsibilities of the Commander, Fifth Air Force include managing Air Force bases in Japan and Korea and equipping, organizing and maintaining the operational readiness of subordinate units. He accomplishes these responsibilities through his headquarters staff and the commanders of two subordinate air divisions, the 313th Air Division located in Okinawa and the 314th Air Division in Korea.

The staff in the 226 spaces authorized for fiscal year 1978 at Headquarters, Fifth Air Force provide direct support to the Commander, performing primarily operations, logistics and intelligence functions (see appendix VI). The operations staff monitors and maintains the combat capability of subordinate units in Okinawa and Korea and plans and coordinates regional training exercises and other air operations. The logistics staff does logistics planning and monitors the implementation of transportation, supply, munitions and maintenance policies within the Fifth Air Force geographic area of responsibility. The intelligence staff provides the Commander with intelligence data; maintains liaison with other intelligence agencies in Japan and Korea; monitors plans, requirements, and exercises involving Headquarters, Fifth Air Force intelligence interests; and provides staff supervision to subordinate intelligence activities.

In addition to his Fifth Air Force responsibilities, the Commander is also designated as:

- Commander, U.S. Forces, Japan;
- Commander, Air Forces, Japan; and
- Commander, Western Pacific North Air Defense Region.

As Commander, U.S. Forces, Japan he is the on-scene subordinate unified commander and is directly responsible to CINCPAC for accomplishing assigned operational missions. His responsibilities include planning and coordinating the defense of Japan under the U.S.-Japanese Mutual Defense Treaty, administering the status of forces agreements and coordinating interservice matters. He accomplishes his mission through a joint service staff who plans and coordinates programs in 16 broad functional areas including operations, logistics, and intelligence and by selected staff at Headquarters, Fifth Air Force and the collocated 475th Air Base Wing.

As Commander, Air Forces, Japan, he is the air component commander in the unified channel and is responsible for accomplishing operational missions as assigned by the Commander, U.S. Forces, Japan. His responsibilities include developing contingency plans and programs for the defense of Japan in cooperation with the Japanese Self-Defense Force. The commander is supported in this role by staff at Headquarters, Fifth Air Force.

As Commander, Western Pacific North Air Defense Region, he is responsible for planning and conducting air defense operations in the Northwest Pacific as assigned by CINCPACAF. His responsibilities include activating the air defense sectors in Japan and Korea and assuming responsibility for all air defense activities within the region during an emergency.

Subordinate units in Japan

In Japan, the 313th Air Division and the 475th Air Base Wing are directly subordinate to the Commander, Fifth Air Force for both operational and administrative matters. The 6100th Logistics Support Squadron is directly subordinate to Headquarters, Fifth Air Force.

Commander, 313th Air Division

The mission of the 313th Air Division, located at Kadena Air Base, Okinawa, Japan is to assure the combat readiness of assigned units on Okinawa. His responsibilities include developing contingency plans, providing a theater storage area to receive, store, and ship munitions for/to PACAF units, and assuring the combat readiness of assigned units.

The Commander, 313th Air Division is also designated as the Commander, 18th Tactical Fighter Wing at Kadena Air Base. This wing is one of the largest fighter wings in the Air Force.

In addition to the Commander, the 313th Air Division is authorized two additional spaces because the Air Division responsibilities are principally performed by the 18th Tactical Fighter Wing staff in addition to their primary duties.

6100th Logistics Support Squadron

The Commander, Fifth Air Force has direct operational control of the 6100th Logistics Support Squadron which operates the Centralized Intermediate Repair Facility at Kadena Air Base, Okinawa. The squadron is attached to Commander, 18th Tactical Fighter Wing for administrative and logistical support. This facility performs intermediate maintenance repairs on jet aircraft components for squadrons throughout the theater.

475th Air Base Wing

The 475th Air Base Wing reports directly to the Commander, Fifth Air Force for operational and administrative control. The Wing manages Yokota Air Base and provides administrative support such as police protection, recreation facilities, and housing to Headquarters, Fifth Air Force staff and other personnel assigned to the base.

Subordinate units in Korea

The Commander, Fifth Air Force exercises operational and administrative control of the two combat wings and other subordinate units in Korea through the Commander, 314th Air Division.

Commander, 314th Air Division

The mission of the Commander, 314th Air Division is to plan and conduct exercises and military operations for the defense of Korea and to monitor the combat readiness of subordinate forces. The staff in the 93 authorized spaces for the 314th Air Division are primarily involved in operations, logistics plans, and intelligence activities as they relate to a potential contingency in Korea.

In addition to his 314th Air Division responsibilities, the Commander has been designated other roles.

- As Commander, Air Forces, Korea, he is the air component commander to the Commander, U.S. Forces, Korea. His responsibilities include contingency planning and conducting exercises for assigned forces on a regular basis.
- As Commander, Korean Air Defense Sector, he is responsible for the air defense of Korea as directed by Commander, Western Pacific North Air Defense Region. His responsibilities include exercising operational control of U.S. Army antiaircraft artillery and surface-to-air missiles that may be made available.
- In addition, the Commander has responsibilities under a new command in Korea activated in November 1978. However, due to security classification, details of these responsibilities are not included in this report.

COMMANDER, THIRTEENTH AIR FORCE

CINCPACAF exercises operational and administrative control of PACAF units in the Southwest Pacific through the Commander, Thirteenth Air Force. The mission of the Thirteenth Air Force is to conduct offensive and defensive air operations as assigned by CINCPACAF. His responsibilities include providing for the air defense of Taiwan, Philippines and the Trust Territories of the Pacific Islands, exclusive of the Marshall Islands, representing CINCPACAF in relations with host governments and other military services in the Southwest Pacific and conducting aircrew training for all PACAF units.

In addition, Commander, Thirteenth Air Force is designated Commander, Western Pacific South Air Defense Region and is responsible for contingency planning and conducting air operations in defense of the Southwest Pacific as directed by CINCPACAF. His responsibilities include exercising operational control of U.S. Army air defense forces and coordinating the use of Navy air defense forces that may be made available for defense of the region.

The Commander, Thirteenth Air Force exercises control of subordinate units through his headquarters staff at Clark Air Base, Philippines, and the Commander, Detachment 1, Thirteenth Air Force at Taipei, Taiwan. The staff in the 106 authorized spaces are primarily involved in operations, logistics and intelligence activities (see appendix VI). The staff monitors the combat readiness of the 3rd Tactical Fighter Wing at Clark Air Base, monitors war reserve assets and briefs the commander on intelligence matters.

The Air Force has been able to absorb reductions and eliminate manpower spaces at Headquarters, Thirteenth Air Force through such means as "double hatting" headquarters staff and having them perform the duties previously performed by the headquarters staff at Thirteenth Air Force in addition to their primary duties. For example, the 3rd Combat Support Group Director of Personnel is also the Deputy Chief of Staff for Personnel at Thirteenth Air Force. Similar "double hatting" arrangements exist in other functional areas such as security police, civil engineering, comptroller, information and safety.

The Commander, Detachment 1, Thirteenth Air Force is responsible for conducting offensive and defensive air operations on Taiwan as directed by the Commander, Thirteenth Air Force. His responsibilities include providing operational interface between the U.S. Air Force, the Commander, U.S. Taiwan Defense Command; and the Republic of China Air Force for conducting U.S. air activities in Taiwan; obtaining clearances for U.S. military and civilian aircraft entering Taiwanese air space; planning and coordinating air defense exercises within the Taiwan Air Defense Sector; and staffing the U.S. portion of the Chinese Air Force Air Operations Center. He accomplishes these responsibilities through his staff in the seven authorized spaces at the detachment's headquarters.

In addition to his responsibilities as Commander, Detachment 1, Thirteenth Air Force, he is designated as Commander, Taiwan Air Defense Sector and is responsible for operational control of PACAF forces during exercises.

Subordinate units

In addition to the 3rd Tactical Fighter Wing, the Commander, Thirteenth Air Force has operational and administrative control of the 6200th Tactical Fighter Training Group and the 6217th Air Base Squadron.

6200th Tactical Fighter Training Group

The 6200th Tactical Fighter Training Group, at Clark Air Base, Philippines, reports to the Commander, Thirteenth Air Force for operational and administrative control. The group conducts training exercises which simulate realistic combat conditions for all aircrews in the theater.

6217th Air Base Wing

The 6217th Air Base Wing, located at Ching Chuan Kang Air Base, Taiwan, is responsible directly to the Commander, Thirteenth Air Force for operational and administrative control. The Wing maintains war reserve material storage areas in Taiwan and provides administrative support to the Thirteenth Air Force headquarters detachment at Taipei.

PACIFIC AIR FORCES MANAGEMENT HEADQUARTERS'

GRADE DISTRIBUTION AND ASSIGNMENTS AS REQUESTED BY THE HOUSE APPROPRIATIONS COMMITTEE (Note a)

Grade	Hqs PACAF & 615th Spt Squadron			Hqs 5th Air Force			Hqs 13th Air Force & Detachment 1			Total		
	Authorized	Assigned	Average assigned	Authorized	Assigned	Average assigned	Authorized	Assigned	Average assigned	Authorized	Assigned	Average assigned
<u>Officers</u>												
O-7 and up	11	6	6.25	2	1	1.00	2	1	1.0	15	8	8.25
O-6	53	68	65.00	10	13	13.75	6	9	7.25	69	90	86.00
O-5	97	86	87.50	22	17	18.5	11	13	12.25	130	116	118.25
O-4	104	109	104.00	23	28	25.75	13	14	13.00	140	151	142.75
O-3	118	112	117.25	44	42	41.75	16	19	18.0	178	173	177.0
O-1 and O-2	-	-	-	-	2	1.25	2	2	1.75	2	4	3.0
Subtotal officers	<u>383</u>	<u>381</u>	<u>380.00</u>	<u>101</u>	<u>103</u>	<u>102.00</u>	<u>50</u>	<u>58</u>	<u>53.25</u>	<u>534</u>	<u>542</u>	<u>535.25</u>
<u>Enlisted</u>												
E-9	65	55	53.75	7	5	7.5	3	4	3.25	75	64	64.50
E-8	51	79	75.75	11	20	14.5	6	9	9.75	68	108	100.0
E-7	98	95	93.0	21	21	24.75	9	10	8.5	128	126	126.25
E-6	71	82	80.25	20	17	16.0	6	12	10.75	97	111	107.00
E-5	63	55	59.0	23	19	17.75	11	10	13.75	97	84	90.50
E-4	22	26	20.25	6	10	9.5	1	1	1.50	29	37	30.25
E-3	30	8	5.5	9	2	3.5	2	-	-	41	10	9.0
E-2 and E-1	-	1	2.75	-	-	-	-	-	-	-	1	2.75
Subtotal enlisted	<u>400</u>	<u>401</u>	<u>390.25</u>	<u>97</u>	<u>94</u>	<u>93.50</u>	<u>38</u>	<u>46</u>	<u>46.50</u>	<u>535</u>	<u>541</u>	<u>530.25</u>
Subtotal Officers and Enlisted	<u>783</u>	<u>782</u>	<u>770.25</u>	<u>198</u>	<u>197</u>	<u>195.5</u>	<u>88</u>	<u>104</u>	<u>99.75</u>	<u>1,069</u>	<u>1,083</u>	<u>1,065.50</u>

Grade	Hqs PACAF & 615th Spt Squadron			Hqs 5th Air Force			Hqs 13th Air Force & Detachment 1			Total		
	Authorized	Assigned	Average assigned	Authorized	Assigned	Average assigned	Authorized	Assigned	Average assigned	Authorized	Assigned	Average assigned
Civilians (GS)												
16	2	2	2.0	-	-	-	-	-	-	2	2	2.0
15	5	5	5.0	-	-	-	-	-	-	5	5	5.0
14	15	13	13.75	1	1	1.0	-	-	-	16	14	14.75
13	43	43	43.0	-	-	-	2	2	2.0	45	45	45.0
12	22	22	21.75	3	3	3.0	2	2	1.25	27	27	26.0
11	10	10	9.0	1	1	1.0	-	-	-	11	11	10.0
9	2	1	2.0	-	-	-	-	-	-	2	1	2.0
8	1	1	1.0	-	-	-	1	1	1.0	2	2	2.0
7	5	5	3.50	1	1	1.0	-	-	-	6	6	4.50
6	17	17	17.0	1	1	1.0	2	2	2.25	20	20	20.25
5	42	42	42.25	5	6	6.25	4	6	5.50	51	54	54.0
4	67	69	71.50	8	8	10.50	3	4	3.50	78	81	85.50
3	5	6	5.75	2	2	3.75	1	-	.75	8	8	10.25
1, 2	-	-	-	4	1	1.50	-	-	-	4	1	1.50
Subtotal GS	<u>236</u>	<u>236</u>	<u>237.50</u>	<u>26</u>	<u>24</u>	<u>29.0</u>	<u>15</u>	<u>17</u>	<u>16.25</u>	<u>277</u>	<u>277</u>	<u>282.75</u>
Civilians (local nationals)	-	-	-	2	2	2.25	3	3	4.75	5	5	7
Subtotal civilians	<u>236</u>	<u>236</u>	<u>237.50</u>	<u>28</u>	<u>26</u>	<u>31.25</u>	<u>18</u>	<u>20</u>	<u>21.0</u>	<u>282</u>	<u>282</u>	<u>289.75</u>
Grand total	<u>1019</u>	<u>1018</u>	<u>1007.75</u>	<u>226</u>	<u>223</u>	<u>226.75</u>	<u>106</u>	<u>124</u>	<u>120.75</u>	<u>1351</u>	<u>1365</u>	<u>1355.25</u>

a/Assigned strengths are as of July 31, 1978. Average assigned strengths are for the 12-month period ending July 31, 1978. Figures are based on quarterly tabulations provided by PACAF.

FISCAL YEAR 1978 OPERATIONAL COSTS FOR AIR FORCE

MANAGEMENT HEADQUARTERS IN THE PACIFIC

AS REQUESTED BY THE

HOUSE APPROPRIATIONS COMMITTEE

<u>Expense</u>	<u>Headquarters</u>			<u>Total</u>
	<u>PACAF incl. 615th Spt. Sqdn.</u>	<u>5th Air Force</u>	<u>13th Air Force</u>	
Civilian Pay	\$ 5,736,000	\$ 479,000	\$ 304,000	\$ 6,519,000
Supplies and Equipment	508,000	40,000	204,000	752,000
Travel	1,575,000	156,000	213,000	1,944,000
Military Personnel	17,181,000	4,137,000	2,596,000	23,914,000
Other	<u>123,000</u>	<u>--</u>	<u>2,000</u>	<u>125,000</u>
Total	<u>\$25,123,000</u>	<u>\$4,812,000</u>	<u>\$3,319,000</u>	<u>\$33,254,000</u>

GAO Note: The average cost per authorized space is \$22,500, computed based on 1,351 spaces and total fiscal year 1978 personnel costs of \$30.4 million.

PAST EFFORTS TO STREAMLINE

AIR FORCE MANAGEMENT

HEADQUARTERS IN THE PACIFIC

In March 1977, the Secretary of the Air Force announced that because of various political, economic and military considerations, Headquarters, PACAF would be retained as a major Air Force command in Hawaii. This announcement reversed an earlier decision by the Air Force to disestablish Headquarters, PACAF following recommendations made by the House Appropriations Committee in 1974 to reduce the Air Force's management headquarters in the Pacific.

RATIONALE BEHIND RECOMMENDATIONS
TO REDUCE AIR FORCE MANAGEMENT
HEADQUARTERS IN THE PACIFIC

In reviewing the fiscal year 1975 Defense Appropriations Bill in 1974 the House Appropriations Committee identified several organizational problems relating to the military command structure in the Pacific. Specifically, the committee commented in its report that the various headquarters in Hawaii were too numerous and too large for the forces deployed in the Pacific command since the massive withdrawal from Vietnam was completed and the recession from Thailand and Taiwan had begun. In addition the committee noted that the across-the-board delegation of operational command to service component commanders in the Pacific

- was the source of many problems with the command structure in Hawaii;
- could not be justified tactically in every instance and had led to substantial duplication of planning, operations, and intelligence staff;
- had engendered a complicated and circuitous line of operational command in Northeast Asia from the unified commands in Hawaii; and
- did not meet wartime operational requirements and would have to be adjusted simultaneously with the onset of a major emergency.

Additionally, the committee commented that the service component commands in the Pacific were basically responsible for the administration, logistical support, and training of their forces in the unified command. Accordingly, the committee believed that

- administrative and training responsibilities in some instances could be assumed by the next lower echelon of command within the service channel; and
- the requirement for each service to maintain a comprehensive span of capabilities for supply, transportation, maintenance and evacuation could be eased through further development of interservice agreements on logistical support within the unified command structure.

The committee believed that opportunities existed for the reduction or elimination of layers of command which had not diminished in proportion to decreases in force and base structure.

As a result, the committee made a number of recommendations to reduce the military management headquarters in the Pacific. Among these were recommendations to disestablish Headquarters, Fifth Air Force, and to significantly reduce Headquarters, PACAF. In addition, the committee encouraged the Air Force to work for an early consolidation of Headquarters, Thirteenth Air Force and Headquarters, Seventh Air Force in Southeast Asia.

RECOMMENDED DISESTABLISHMENT OF HEADQUARTERS, FIFTH AIR FORCE

The committee's recommendation to disestablish Headquarters, Fifth Air Force was based primarily on the fact that Fifth Air Force tactical units were located only in Okinawa and Korea. The committee believed that operational control of the 313th Air Division on Okinawa should be passed to Commander, U.S. Forces, Japan, and that operational control of the 314th Air Division in Korea should be passed to Commander, U.S. Forces, Korea, noting that neither subordinate commander had peacetime operational control over U.S. forces in his area of responsibility. With these changes, the committee recommended that Headquarters, Fifth Air Force be disestablished, with the 313th and 314th Air Divisions becoming the Air Force component commands for their respective countries of assignment.

The committee noted that disestablishment of Headquarters, Fifth Air Force would result in the deletion of approximately 200 spaces from the Air Force authorized strength of 260 spaces. The remaining 60 spaces were to be assigned to Headquarters, U.S. Forces, Japan to provide an air section capable of assisting the subordinate unified commander to exercise operational control over the 313th Air Division and fulfill other related responsibilities.

The Air Force stated that Headquarters, Fifth Air Force was desired by the Japanese as a symbol of the U.S. defense commitment. The committee noted that given the sizable U.S. military presence in Japan, symbolic and ceremonial functions beyond the scope of austere headquarters could well be performed by service attaches, suitably ranked but without the heavy staffs associated with a large field command.

RECOMMENDED REDUCTION IN THE
SIZE OF HEADQUARTERS, PACAF

The committee commented in its report that CINCPACAF administered, provided logistical support for, and exercised operational control over all U.S. air elements in the Pacific Command. The major subordinate commands were the 5th Air Force in Japan (with tactical elements in Okinawa and Korea); the 13th Air Force in the Philippines (with units in the Philippines, Taiwan, and Thailand, and an advanced echelon of its headquarters in Thailand) and the 7th Air Force in Thailand.

The committee felt that if its recommendations were followed and Headquarters, 5th Air Force was disestablished and the Headquarters of the 13th and 7th Air Forces were consolidated, the span of control would decrease considerably. The committee noted that with these proposed changes, Headquarters, PACAF would still retain direct responsibility for one numbered air force, a few units in Hawaii, and for certain theater-wide functions in the fields of reconnaissance, air defense, and airlift. The committee acknowledged that these considerations plus the fact that air power is almost as important as sea power in the Pacific Command, argued for retention of Headquarters, PACAF as part of the command structure in Hawaii.

However, the committee stated that through a combination of transferring appropriate staff functions to the unified command, eliminating selected subordinate headquarters, and releasing selected combat units to subordinate unified commanders in the Pacific Command or to the Tactical Air Command in the U.S., the size of Headquarters, PACAF would be reduced substantially. Accordingly, the committee recommended that one-third of the 1,091 spaces in Headquarters, PACAF be deleted.

The Air Force took no action on the committee's recommendation to disestablish Headquarters, Fifth Air Force. In December 1974, the Secretary of Defense announced approval of the Air Force's recommendation to disestablish Headquarters, PACAF.

AIR FORCE PLANS TO DISESTABLISH
HEADQUARTERS, PACAF

In announcing the Air Force's decision, the Secretary of Defense stated that the planned disestablishment of Headquarters, PACAF and consolidation of the residual Air Force units on Hawaii would result in a reduction of about 2,400 military and civilian positions in Hawaii and would reduce annual support costs for the Air Force by approximately 34 million dollars. Additionally, a one-time cost avoidance of 32 million dollars associated with military construction costs would be realized.

The Secretary of Defense stated that the disestablishment of the headquarters was a reduction in overhead and not a reduction in combat forces. Further he announced that the decision to disestablish Headquarters, PACAF was part of a continuing effort by the Department of Defense and the Air Force to reduce headquarters and many of their support functions to a minimum level consistent with the defense mission. Reasons leading up to this decision, according to the Secretary, was that the Air Force had:

- redeployed significant forces from the Pacific area since the height of the Southeast Asia conflict; and
- repeatedly demonstrated the capability to deploy combat forces rapidly worldwide should the need arise.

The Secretary announced that inherent in the planning was the retention of the capability to expand rapidly the command and control mechanism should a major contingency require the rapid deployment of a combat force. In addition, he announced that modernized communications and management procedures permitted the decentralization planned by this action without degradation or interruption of support to the Air Force combat units, the supported Army forces in the Pacific and the requirements of CINCPAC.

The Secretary stated that the Tactical Air Command would assume the majority of the management and support functions previously performed by Headquarters, PACAF in the Western Pacific. In addition, the Military Airlift Command was to assume the Air Force responsibilities at Hickam Air Force Base in Hawaii which would remain a major Air Force operating base.

The planned reorganization concept

In 1974, the Chief of Staff of the Air Force approved a reorganization concept for the Air Force structure as satisfying a major need to reduce headquarters and support organizations in the Pacific. This concept was developed with staff assistance from Headquarters, PACAF, the Military Airlift Command and Tactical Air Command. Under the reorganization concept, the following actions were planned:

- Headquarters, PACAF and related staff would be eliminated;
- Air Force component command responsibilities were to be separated from the Air Force departmental responsibilities to organize, train, equip, and provide combat forces to the unified command;
- An Air Force theater component commander would be retained in Hawaii, with a relatively small staff group, to discharge the component responsibilities; and
- The deployed Air Force units in the Pacific would be assigned to the appropriate major commands in the Continental United States for departmental support.

In detail, the Tactical Air Command was to assume responsibility for management and support functions such as logistics, personnel, administration, and training for the tactical combat units stationed in the Western Pacific. The Military Airlift Command was to assume host responsibility for Hickam Air Force Base and the Air Defense Command was to assume the responsibility for training and supporting the units responsible for the Pacific Islands Air Defense Region.

The Air Force relationship as a CINCPAC component was to remain unchanged. Operational command of the tactical forces would remain with CINCPAC. Operational control would continue to be exercised by the Air Force component commander.

Command of the 5th and 13th Air Forces would be transferred to the Tactical Air Command and command of the 326th Air Division would be transferred to the Air Defense Command. During peacetime, the Tactical Air Command, Military Airlift Command, and the Air Defense Command were to provide the day-to-day direction through their subordinate units (5th and 13th Air Forces, 61st Military Airlift Wing, and the 326th Air Division, respectively). The Air

Force component commander was to retain operational control of the 5th and 13th Air Forces as well as exercising operational control of the 326th Air Division to discharge his responsibilities for air defense of overseas land areas.

The disestablishment was to permit a consolidation of remaining units (primarily the Military Airlift Command, communication, and theater support units) in space vacated at Hickam. Also, certain headquarters support units in Hawaii, such as the 501st Air Force Band, would be inactivated.

Beginning in May 1975 the Air Force and Defense reported to Congress on several occasions that significant reductions were being made in the Air Force management headquarters, but that plans for Headquarters, PACAF were incomplete. In March 1977, the Secretary of the Air Force announced that the earlier decision to disestablish Headquarters, PACAF had been terminated and the headquarters would remain a major Air Force command in the Pacific.

AIR FORCE DECISION TO
RETAIN HEADQUARTERS, PACAF

According to the Secretary of the Air Force, the decision to retain Headquarters, PACAF was based on the increased responsibility placed on the mobile forces in the Pacific. He stated that while there were valid economic reasons for the proposed disestablishment many of the desired objectives had already been achieved through internal reductions, force realignments and management initiatives. Further, with command and control, and communication facilities already established in Hawaii, and with Headquarters, PACAF's current location close to CINCPAC, Hickam Air Force Base appeared to be the most cost effective location for the headquarters.

In a letter to the Secretary of the Air Force dated June 15, 1978, we requested detailed information concerning why the original decision to disestablish Headquarters, PACAF was reversed and the rationale for retaining the current PACAF command structure. In response, we were provided a point paper explaining what the original decision intended to accomplish and outlining the sequence of events leading up to the reversal of that decision. We were unable to obtain the details addressing the rationale expressed in the point paper.

Essentially, the Air Force stated that the purpose of disestablishing Headquarters, PACAF in 1974 was to (1) streamline the command and control structure, (2) provide a structure capable of rapid expansion, and (3) achieve manpower economies consistent with reduced force levels. However, the Air Force pointed out that in May 1975, following the collapse of South Vietnam, the Secretary of Defense indicated that additional time was required to assess the foreign political reaction to disestablishment.

In reappraising the decision, the Air Force noted that disestablishing Headquarters, PACAF was no longer the best solution based on various political, economic, and military considerations.

Political considerations

The Air Force pointed out that it was favorable to retain Headquarters, PACAF because the political climate indicated a need to retain a visible Air Force commitment in the Pacific area. The Air Force noted that the Government of the Philippines had begun reassessing its relationship with the U.S. and the Governments of Japan and Korea were also concerned over U.S. intentions to remain a Pacific power. The Air Force noted that disestablishing Headquarters, PACAF after withdrawal of forces from Korea has been completed could give the impression that the U.S. is not interested in the Pacific.

Economic considerations

The Air Force noted that it was economically favorable to retain Headquarters, PACAF because the manpower economies originally predicted, as a result of the planned disestablishment, had been achieved within the existing structure. Also, the Air Force cited that the disestablishment would result in relocation costs for equipment, communications, and command and control facilities that were already in place in Hawaii.

Military considerations

The Air Force noted that Headquarters, PACAF, along with Fifth and Thirteenth Air Forces, assured an optimum command and control structure for the widely dispersed units in the Pacific theater, while providing the nucleus for establishing an immediately effective contingency headquarters when needed, and that disestablishing Headquarters, PACAF would not make this command structure as effective. Other military considerations noted by the Air Force for retaining Headquarters, PACAF included that

- CINCPAC, as theater commander, required service expertise to organize, train, support and employ assigned forces and this expertise was provided through CINCPACAF and his staff at Headquarters, PACAF;
- Effective action through the unified chain of command requires a military organization designed for contingency employment with consideration for effective and efficient peacetime management;
- An Air Force component command with a full staff based on U.S. soil and familiar with planning, terms of reference and areas of operation was needed in theater. Headquarters, PACAF was needed to provide effective management in peacetime and in times of conflict to cope with the distances and regional diversities in the Pacific theater; and
- The U.S. Navy maintained a component command in Hawaii and the Army was considering reestablishing its component command headquarters in Hawaii.

FRAGMENTATION OF FUNCTIONS/RESPONSIBILITIES BETWEEN
AIR FORCE MANAGEMENT HEADQUARTERS IN THE PACIFIC (NOTE 1)

<u>Functions</u>	<u>Headquarters PACAF</u>	<u>615th Support Squadron (note 2)</u>	<u>Headquarters 5th Air Force</u>	<u>Headquarters 13th Air Force</u>	<u>Total</u>
Command	17	5	13	9	44
Unit Administration	-	5	-	-	5
Historical Affairs	6	-	3	3	12
Legal Affairs	12	-	7	6	25
Inspection & Evaluation	4	68	2	1	75
Information & Public Affairs	14	-	5	4	23
Religious Affairs	7	-	2	-	9
Safety	17	-	2	-	19
Medical Services	29	-	-	-	29
Security	17	-	7	-	24
Administration	4	20	-	-	24
Logistics	189	-	42	17	248
Operations	117	36	90	37	280
Policy, Plans & Programing	48	-	10	10	68
Comptroller	57	11	-	-	68
Manpower & Organization	45	-	-	-	45
Personnel	88	48	10	1	147
Engineering & Services	94	17	10	2	123
Intelligence	36	-	23	13	72
Other (Note 3)	<u>-</u>	<u>8</u>	<u>-</u>	<u>3</u>	<u>11</u>
Total Management Headquarters Authorizations	<u>801</u>	<u>218</u>	<u>226</u>	<u>106</u>	<u>1351</u>

1/Statistics reflect 4th quarter, fiscal year 1978 authorizations.

2/The primary mission of this organization is to provide direct support integral to the operation of Headquarters, PACAF. Generally, direct support takes the form of providing analysis for or assisting in the formulation of policies and procedures, or otherwise providing professional, technical, administrative or logistical support essential to the execution of the mission of Headquarters, PACAF.

3/This category includes presentation services, graphic arts, and special activities.

APPENDIX VI

APPENDIX VI

DEFINITION OF MANAGEMENT

HEADQUARTERS FUNCTIONS

Command Those staff activities involved in the executive direction of a management headquarters organization. Includes functions such as those performed by the head of the organization, deputy head, chief of staff, executive and special assistants, advisors, aides, stewards, secretaries, protocol personnel and other personnel performing similar functions.

Unit Administration Those staff activities involved in direct support for the headquarters unit of a management headquarters activity including the administration of punitive authorities, unit supply, the preparation and maintenance of duty rosters and the maintenance of unit records.

Historical Affairs Those staff activities involved in the direction and/or coordination of historical writing, research, studies and analyses, and heraldry programs, or in providing historical/heraldry services directly to a Management Headquarters activity.

Legal Affairs Those staff activities involved in the direction and/or coordination of the legal affairs and programs of the organization.

Inspection and Evaluation Those staff activities involved in the inspection of subordinate organizational echelons to ensure readiness, effectiveness, adequacy of operations and performance of assigned missions.

Information and Public Affairs Those staff activities involved in the direction and/or coordination of internal and public information and community relations matters.

Religious Affairs Those staff activities involved in the direction and/or coordination of the chaplain program and related moral welfare activities.

Safety Those staff activities involved in the direction and/or coordination of the organization's safety programs; including, but not limited to, flight, industrial missile, nuclear, explosive, driver, systems, surface and subsurface safety.

Medical Services Those staff activities involved in the direction and/or coordination of the organization's medical programs.

Security Those staff activities involved in the direction and/or coordination of physical, personnel, information, and communications security programs.

Administration Those staff activities involved in the direction and/or coordination of administrative communications, documentation, publications and reproduction activities and programs.

Logistics Those staff activities involved in the direction and/or coordination of supply, maintenance, transportation, procurement, and production and materiel management activities and programs.

Policy, Plans, and Programing Those staff activities involved in the formulation, coordination, and development of plans, policies, and programing pertaining to the execution of partial or total mission of the organization which do not more properly fit under one of the established substantive headings.

Operations Those staff activities involved in the development and analysis of strategic, defensive and tactical mission operations. This includes such activities as operational readiness, planning and requirements, standardization/evaluation, training, and command and control.

Comptroller Those staff activities involved in the direction and/or coordination of budget, accounting and finance, internal review, and related financial management activities and programs.

Manpower and Organization Those staff activities involved in the allocation and control of organization structures, manpower resources, grade authorizations and the evaluation of manpower utilization.

Personnel Those staff activities involved in the direction and/or coordination of management of civilian and military personnel programs.

Engineering and Services Those staff activities involved in the direction and/or coordination of engineering/public works programs and activities, major repair projects, and real property facilities including the operation and maintenance of utilities, housing management and fire protection.

Intelligence Those staff activities involved in the direction and/or coordination of intelligence programs and activities.

ACTIVITIES VISITED

Unified Commands:

Headquarters,
Pacific Command, Camp Smith, Hawaii
U.S. Forces Japan, Yokota Air Base, Japan
U.S. Forces Korea, Yongsan Army Garrison, Korea
Taiwan Defense Command, Taipei, Taiwan

Air Force Commands:

Headquarters,
U.S. Air Force, Washington, D.C.
Pacific Air Forces, Hickam Air Force Base, Hawaii
5th Air Force, Yokota Air Base, Japan
13th Air Force, Clark Air Base, Philippines
Detachment 1 - 13th Air Force, Taipei, Taiwan
314th Air Division, Osan Air Base, Korea
Detachment 1 - 314th Air Division, Youngsan Army Garrison, Korea
313th Air Division/18th Tactical Fighter Wing, Kadena Air
Base, Okinawa, Japan
51st Composite Wing, Osan Air Base, Korea
8th Tactical Fighter Wing, Kunsan Air Base, Korea
3rd Tactical Fighter Wing, Clark Air Base, Philippines

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