



DoD DIRECTIVE 5124.11

ASSISTANT SECRETARY OF DEFENSE FOR READINESS (ASD(R))

Originating Component: Office of the Chief Management Officer

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Approved by: David L. Norquist, Deputy Secretary of Defense

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

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

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SECTION 1: GENERAL ISSUANCE INFORMATION

APPLICABILITY. This issuance applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this issuance as the “DoD Components”).

SECTION 2: RESPONSIBILITIES AND FUNCTIONS

ASD(R). The ASD(R) is the principal advisor to the Secretary of Defense and the USD(P&R) on all matters related to the readiness of the Total Force. In this capacity, the ASD(R):

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

(1) Total Force Readiness programs, reporting, and assessments of readiness to execute the National Defense Strategy, as well as operating and refining the Defense Readiness Reporting System-Strategic, in accordance with DoD Directive (DoDD) 7730.65.

(2) Oversight of global force management, including participation in the Secretary of Defense Orders Book, Global Force Management Board, Global Force Management Allocation Plan, Directed Readiness Tables, and associated programs and policies to recover and sustain the readiness of the Total Force.

(3) Institutional, collective, individual, and joint military training and its enablers, including common and interoperable training capabilities, Live-Synthetic systems, and live training ranges for the Total Force, in accordance with DoDDs 1322.18 and 3200.15.

(4) Implementing Reserve Component (RC) mobilization policy and overseeing full RC participation in the global force management process, consistent with Title 10, U.S.C.; Title 32, U.S.C.; and DoD Instruction (DoDI) 1235.12.

(5) Establishing resourcing requirements for readiness programming and assessment matters pertaining to the Planning, Programming, Budgeting, and Execution process, Total Force readiness resource management, and equipment and facilities readiness. Serves as the DoD focal point for integration of Total Force readiness resources.

(6) Professional military education to include alignment to the National Defense Strategy and National Military Strategy and talent management and utilization.

(7) Voluntary education programs, other than graduate medical education, and partnerships to include military participation in off-duty education and tuition assistance consistent with Section 2007 and 2006a of Title 10, U.S.C., and in accordance with DoDD 1322.08E, and DoDIs 1322.19 and 1322.25.

(8) The Troops to Teachers Program to include military and veteran participation in counseling, assessment, and referral to facilitate employment of eligible members of the Armed Forces as teachers in public elementary or secondary schools, consistent with Section 1154 of Title 10, U.S.C.

(9) DoD language, regional expertise, and culture capability management and skill tracking, in accordance with DoDD 5160.41E. This includes the National Security Education Program, pursuant to Chapter 37 of Title 50, U.S.C. and in accordance with DoDI 1025.02.

(10) The accession, training, and utilization of foreign area officers, in accordance with DoDD 1315.17, to perform strategic-level military-diplomatic roles, fill key security cooperation positions, and support Combatant Commanders with uniformed members possessing in-depth regional knowledge, cultural expertise, and advanced foreign language proficiency.

(11) Safety assessment and reporting; trend analysis; mishap and accident reduction and mitigation activities; operational mishap safety to include aviation, ground, motor vehicle, afloat, and space; and occupational safety and health.

(12) Promoting and sustaining Service member financial readiness. Oversees related financial literacy training, and counseling programs and assesses financial literacy and preparedness, in accordance with Sections 987 and 992 of Title 10, U.S.C.

(13) The Office of the Secretary of Defense Strategic Thinkers Program in accordance with Directive-type Memorandum-19-001.

(14) The Combatant Commanders Exercise Engagement and Training Transformation program to include developing program goals and objectives, co-chairing the annual Combatant Commanders Exercise Engagement and Training Transformation Program Objective Memorandum panel, and assessing the overall performance of the program through the Joint Assessment and Enabling Capability Office.

(15) The implementation of timely and efficient implementation, fielding and sustainment of training capabilities to support live and virtual ranges and constructive capabilities.

(16) Innovative and interoperable standards for education and training to include the development, management, and evaluation of distributed learning policy and the use of electronic distributed learning in accordance with DoDI 1215.21.

b. Reports the readiness of the DoD to execute the National Defense Strategy to the Congress quarterly, in accordance with Section 482 of Title 10, U.S.C. Revises and updates the Readiness Recovery Framework at least semi-annually.

c. Serves as the U.S. representative to the North Atlantic Treaty Organization Training Group.

d. Serves as the DoD Designated Agency Safety and Health Official and supports the USD(P&R) in his or her role as the Principal Enterprise Safety Official.

e. Fosters and participates in interagency and international partnerships to enhance training and education interoperability, support effective integrated operations, and strengthen DoD's relationships with allies and partners.

f. Initiates analyses and studies that support DoD's readiness, education, military training, and crisis planning and response functions.

g. Provides administrative support and funding associated with the Secretary of Defense Executive Fellows, in accordance with DoDI 1322.23, including information systems, staffing, travel and per-diem, training, contract services, logistics, and security support.

h. Chairs the Executive Readiness Management Group.

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

(1) Reviewing readiness, military training, and force management policies and programs to improve standards of performance, economy, and efficiency.

(2) Using data modeling, research, and exploratory techniques to develop and identify readiness gaps and to identify linkages between program budgets and Service readiness parameters and validates relevant metrics.

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

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

SECTION 3: RELATIONSHIPS

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

- a. Reports directly to the USD(P&R) and the Deputy USD(P&R), who exercise authority, direction, and control over the ASD(R).
- b. Coordinates with the Assistant Secretary of Defense for Manpower and Reserve Affairs on all matters impacting the RC and Total Force Management, such as manpower, allocation, structure, and workforce mix.
- c. Coordinates with the Assistant Secretary of Defense for Health Affairs on all matters impacting medical readiness of the Total Force.
- d. Provides input to the Assistant Secretary of Defense for Sustainment on expected training impacts during offshore mission capability assessments in accordance with DoDI 4180.02.
- e. Coordinates with the Director, Joint Staff, on matters related to:
 - (1) Joint force readiness.
 - (2) Global force management.
 - (3) Apportionment data.
 - (4) Directed Readiness Tables.
 - (5) Readiness resourcing and programmatic issues.
 - (6) Joint forces development policy governing officer and enlisted joint professional military education.
 - (7) RC mobilization execution.
- f. Coordinates and exchanges information with other OSD officials, the DoD Component heads, and federal, State, or local officials having collateral or related responsibilities and functions.

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

SECTION 4: AUTHORITIES

The ASD(R) is delegated authority to:

- a. Exercise the powers of the USD(P&R) on all matters arising from the responsibilities and functions identified in this issuance that are not otherwise specifically set forth in this section, except in those areas where delegation of the USD(P&R) authority is restricted by higher authority or prohibited by law.
- b. Serve as successor in part to the ASD(RA) for the functional areas identified in Section 2 of this issuance and, for those functional areas, exercise authorities delegated to the ASD(RA) in other issuances or memoranda.
- c. Serve as successor in part to the ASD(R&FM) for the functional areas identified in Section 2 of this issuance and, for those functional areas, exercise authorities delegated to the ASD(R&FM) in other issuances or memoranda.
- d. Approve and sign DoD manuals and directive-type memorandums, in accordance with DoDI 5025.01, that implement policy approved by the Secretary of Defense or the USD(P&R) in the ASD(R)'s assigned areas of responsibility and function. The ASD(R) will:
 - (1) Assign responsibilities in DoD issuances for the Military Departments to the Secretaries of those Departments.
 - (2) Coordinate with the Chairman of the Joint Chiefs of Staff when assigning responsibilities in DoD issuances to the Combatant Commanders.
- e. Communicate directly with other OSD officials and the DoD Component heads, as necessary, to carry out assigned responsibilities and functions, including transmitting requests for advice and assistance. Communications to the Military Departments must be transmitted through the Secretaries of the Military Departments, as otherwise provided in law, or as the Secretary of Defense directs in other DoD issuances. Communications to the Combatant Commanders must be in accordance with DoDD 5100.01.
- f. Communicate with other government officials, members of the public, and representatives of foreign governments, as appropriate, in carrying out assigned responsibilities and functions. Communications with representatives and members of the legislative branch must be conducted through the Office of the Assistant Secretary of Defense for Legislative Affairs, except for communications with the Defense Appropriations Committees, which must be coordinated with the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense.
- g. Obtain reports and information, as necessary, to perform assigned responsibilities and functions, in accordance with DoDI 8910.01.
- h. Arrange for DoD participation in those non-defense governmental programs for which the ASD(R) has been assigned primary responsibility.

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

GLOSSARY

G.1. ACRONYMS.

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

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

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

Total Force. The organizations, units, and manpower used to meet the requirements associated with the DoD missions. It includes Active Component and RC military personnel, DoD civilian personnel (including foreign national direct- and indirect-hires), as well as non-appropriated fund employees, host nation support personnel, and contracted services.

REFERENCES

- Directive-type Memorandum-19-001, “Establishment of the Secretary of Defense Strategic Thinkers Program,” January 24, 2019
- DoD Directive 1315.17, “Military Department Foreign Area Officer (FAO) Programs,” April 28, 2005
- DoD Directive 1322.08E, “Voluntary Education Programs for Military Personnel,” January 3, 2005
- DoD Directive 1322.18, “Military Training,” January 13, 2009, as amended
- DoD Directive 3200.15, “Sustaining Access to the Live Training and Testing Domain,” December 18, 2013
- DoD Directive 5100.01, “Functions of the Department of Defense and Its Major Components,” December 21, 2010
- DoD Directive 5160.41E, “Defense Language, Regional Expertise, and Culture (LREC) Program,” August 21, 2015, as amended
- DoD Directive 7730.65, “Department of Defense Readiness Reporting System (DRRS),” May 11, 2015, as amended
- DoD Instruction 1025.02, “National Security Education Program (NSEP) and Service Agreement,” January 3, 2017
- DoD Instruction 1215.21, “Reserve Component (RC) Use of Electronic-based Distributed Learning Methods for Training,” October 10, 2014
- DoD Instruction 1235.12, “Accessing the Reserve Components (RC),” June 7, 2016, as amended
- DoD Instruction 1322.19, “Voluntary Education Programs in Overseas Areas,” March 14, 2013
- DoD Instruction 1322.23, “Secretary of Defense Executive Fellows (SDEF),” May 20, 2011, as amended
- DoD Instruction 1322.25, “Voluntary Education Programs,” March 15, 2011, as amended
- DoD Instruction 4000.19, “Support Agreements,” April 25, 2013, as amended
- DoD Instruction 4180.02, “Implementation and Management of the DoD Mission Compatibility Evaluation Process,” March 31, 2016, as amended
- DoD Instruction 5025.01, “DoD Issuances Program,” August 1, 2016, as amended
- DoD Instruction 8910.01, “Information Collection and Reporting,” May 19, 2014
- Title 10, United States Code
- Title 32, United States Code
- Title 50, United States Code