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# MINISTRY OF DEFENCE

## ORGANISATION STRUCTURE

**BK Mishra**

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# Issues to be Covered During this Session

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1. PART I: Structure of MoD
2. PART II: Structure of Integrated HQs of the Ministry of Defence : Army, Air, Navy



# Why Study Organization Structure?

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- ▶ **To understand the broad Arrangement through which the organization functions.**
- ▶ **To get clarity about lines of hierarchy of authority, role responsibility, communication and accountability.**
- ▶ **To understand levels of management in organizations and how information flows between them.**
- ▶ **To understand the relationships between jobs.**



# Organisation set up of GoI

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- ▶ Ministry
- ▶ Attached Office
- ▶ Subordinate office



## Attached offices are generally responsible for

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- ▶ Providing executive direction required in the implementation of the policies laid down by the department to which they are attached.
- ▶ They also serve as repository of technical information and advise the department on technical aspects of question dealt with by them.



# Attached Offices

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- ▶ Ordinance Factory Board (OFB)
- ▶ **Directorate General of Quality Assurance (DGQA)**
- ▶ **Directorate General of Aeronautical Quality Assurance (DGAQA)**
- ▶ **Directorate of Standardisation (DOS)**
- ▶ **Directorate of Planning & Coordination**



# Subordinate Offices

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- ▶ Generally function as field establishments or as agencies responsible for the detailed execution of the policies of government.
- ▶ They function under the direction of an attached office, or directly under a department.

**Ex: Defence Exhibition Organisation (DEO)**

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# Transaction of Government Business

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- ▶ The Gol (Allocation of Business) Rules
- ▶ The Gol (Transaction of Business) Rules





# History of Ministry of Defence

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- ▶ MoD - created under the charge of a Cabinet Minister
- ▶ Each service was placed under its own Commander-in-Chief
- ▶ 1955- the Commanders-in-Chief were renamed as the Chief of Army Staff, the Chief of Naval Staff and the Chief of Air Staff.

# History of Ministry of Defence

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- ▶ 1962 - Department of Defence Production\*
- ▶ 1965- Department of Defence Supplies\*
- ▶ 1980- Department of Defence Research and Development (DRDO)
- ▶ 2004-Department of Ex-Servicemen Welfare

\* 2004 - Department of Defence Production

[Department of Defence Production +  
Department of Defence Supplies]

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# Structure of the MoD

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- ▶ Department of Defence
- ▶ Department of Defence Production
- ▶ Department of Ex-Servicemen Welfare
- ▶ Department of Defence Research and Development

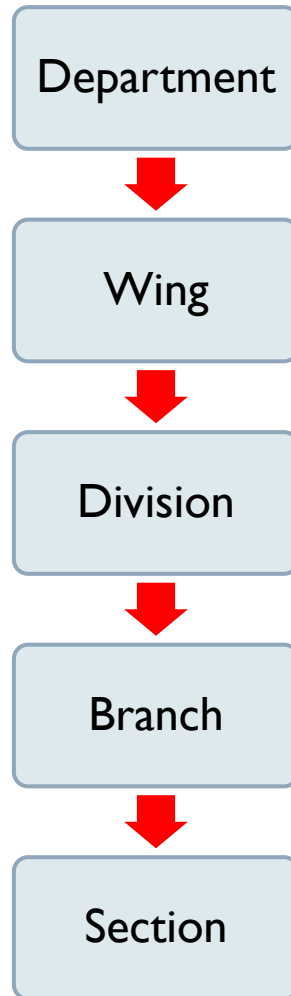


- ▶ **Department of Defence:** deals with the IDS, three services and various Inter-Service Organisations.
    - ▶ It is responsible for the Defence Budget, establishment matters, defence policy, parliament matters, defence cooperation with foreign countries.
  - ▶ **Defence Production:** deals with matters pertaining to defence production, indigenization of imported stores, equipment's, planning & control of departmental production units of the OFB & defence PSUs.
- 



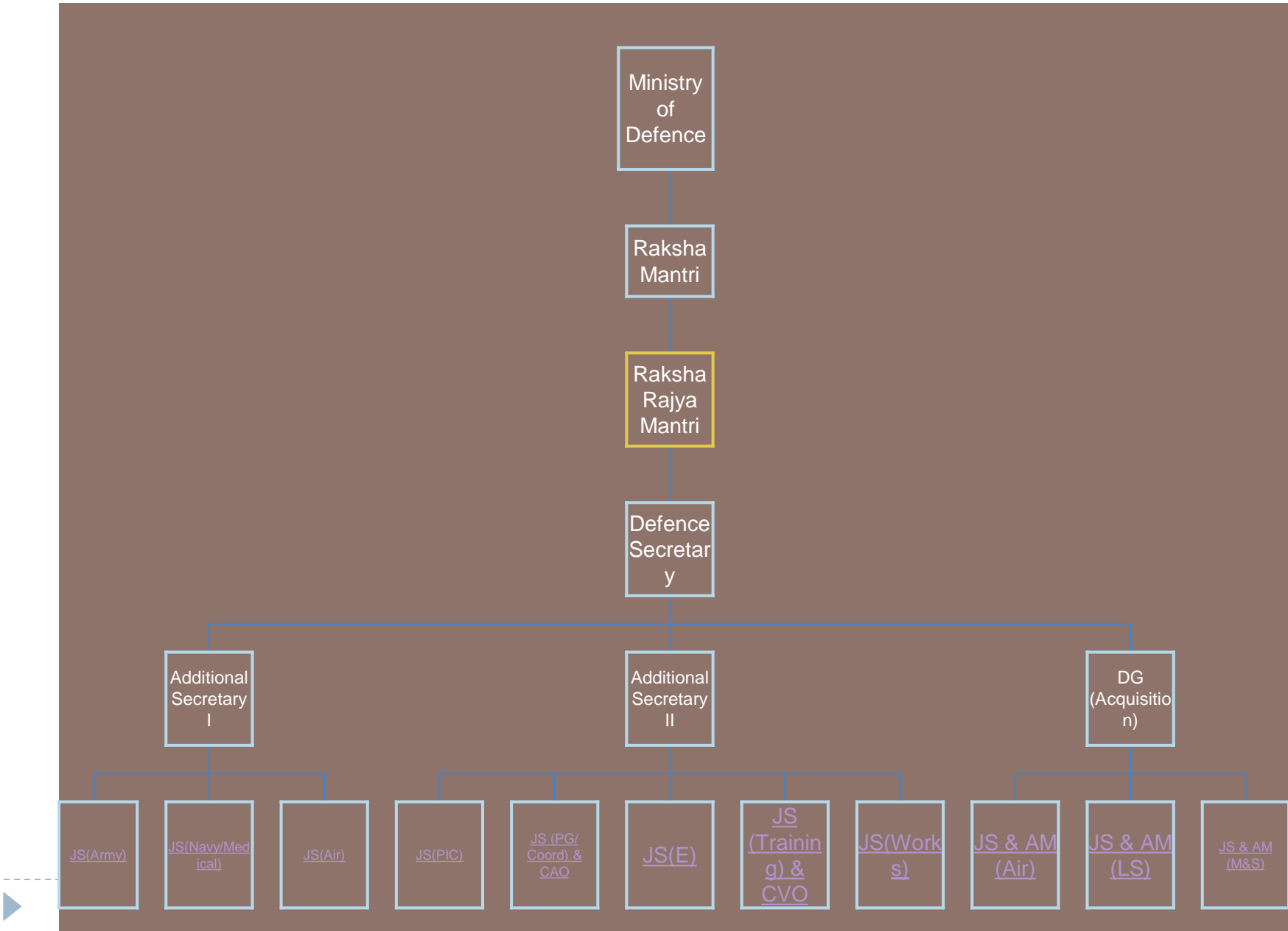
- ▶ **DRDO:** Its function is to advise the Government on scientific aspects of military equipment and logistics and the formulation of research, design and development plans for equipment's required by the Services.
- ▶ **Dept. of Ex-Servicemen welfare:** deals with all resettlement, welfare and pensioners matters of Ex-Servicemen.

# Departmental Set Up



# Structure of Ministry







Addl. Secy I

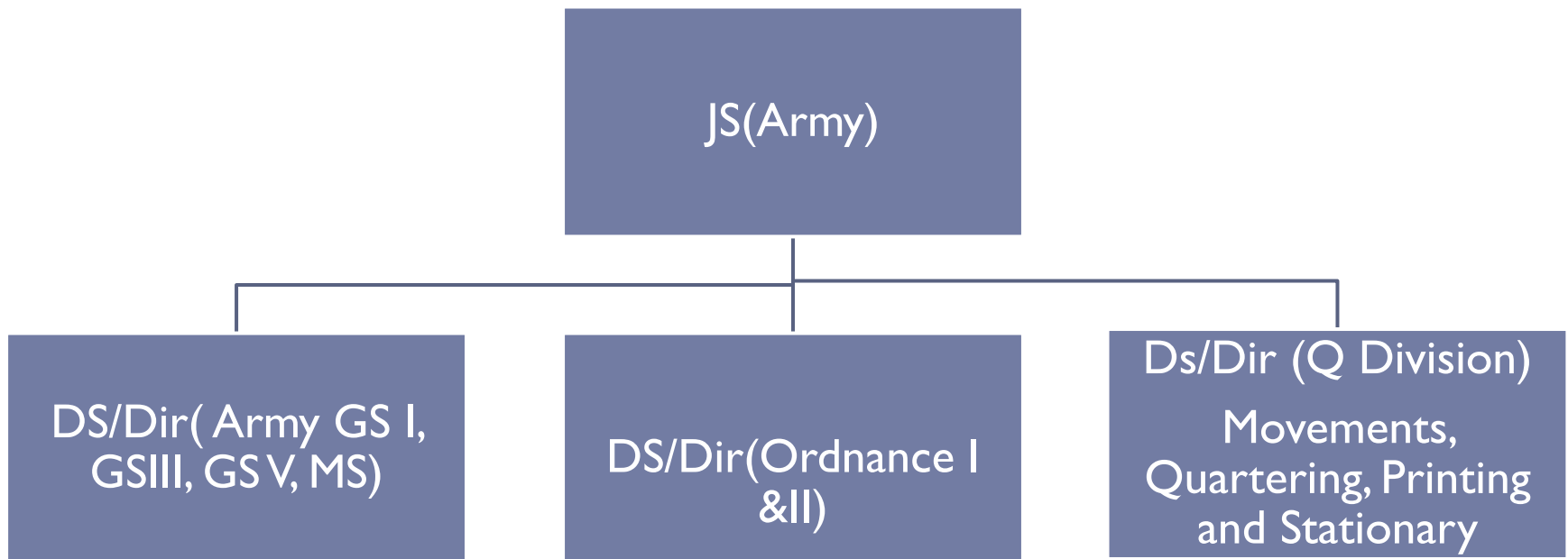
```
graph TD; A[Addl. Secy I] --- B[JS(Army)]; A --- C[JS (Navy & Medical)]; A --- D[JS(Air)];
```

JS(Army)

JS (Navy &  
Medical)

JS(Air)





JS (Air)

DS/Dir(Air-I)

DS/Dir(Air-III)

DS/Dir(Medals)

DS/Dir  
Boarder Road  
development Board



JS(N)



```
graph TD; JSN[JS(N)] --- DS1[DS/Dir(Navy-I)]; JSN --- DS2[DS/Dir(Navy-II)]; JSN --- DS3[DS/Dir(Navy III)]; JSN --- DS4["DS/Dir (Training GS I, GS II, Sainik School Cell)"]; JSN --- DS5[DS/Dir (Medical)];
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DS/Dir(Navy-I)

DS/Dir(Navy-II)

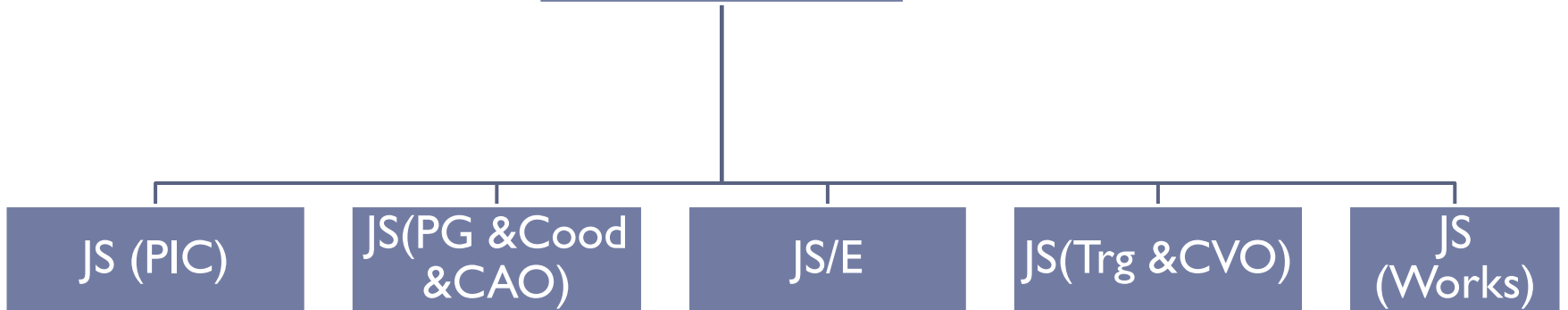
DS/Dir(Navy III)

DS/Dir (Training GS I,  
GS II, Sainik School  
Cell)

DS/Dir  
(Medical)



# Addl Secy II



JS(PIC)

```
graph TD; JS[JS(PIC)] --- DS1[DS/Dir(IC-I)]; JS --- DS2[DS/Dir(IC-II)]; JS --- DS3[DS/Dir(IC-III & IV)]; JS --- IDSA[IDSA];
```

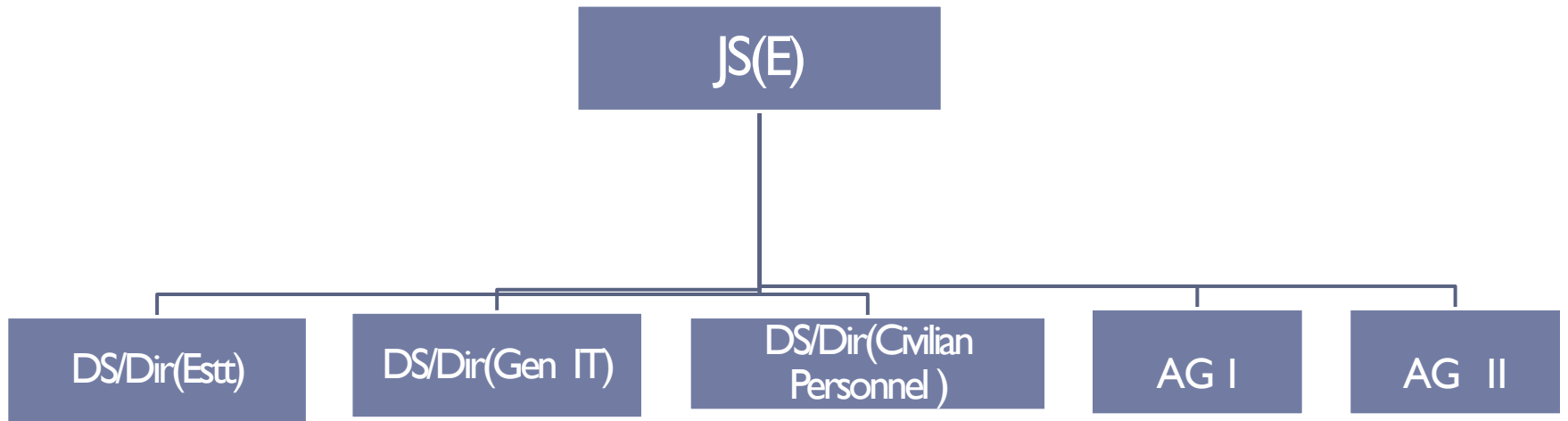
DS/Dir(IC-I)

DS/Dir(IC-II)

DS/Dir(IC- III  
&IV)

IDSA





JS(PG/Coordination )&  
CAO)

DS/Dir(Parliament)

Dir(OL)

Dir/DS Coordination  
MIS

Directors/CAO  
&CISO

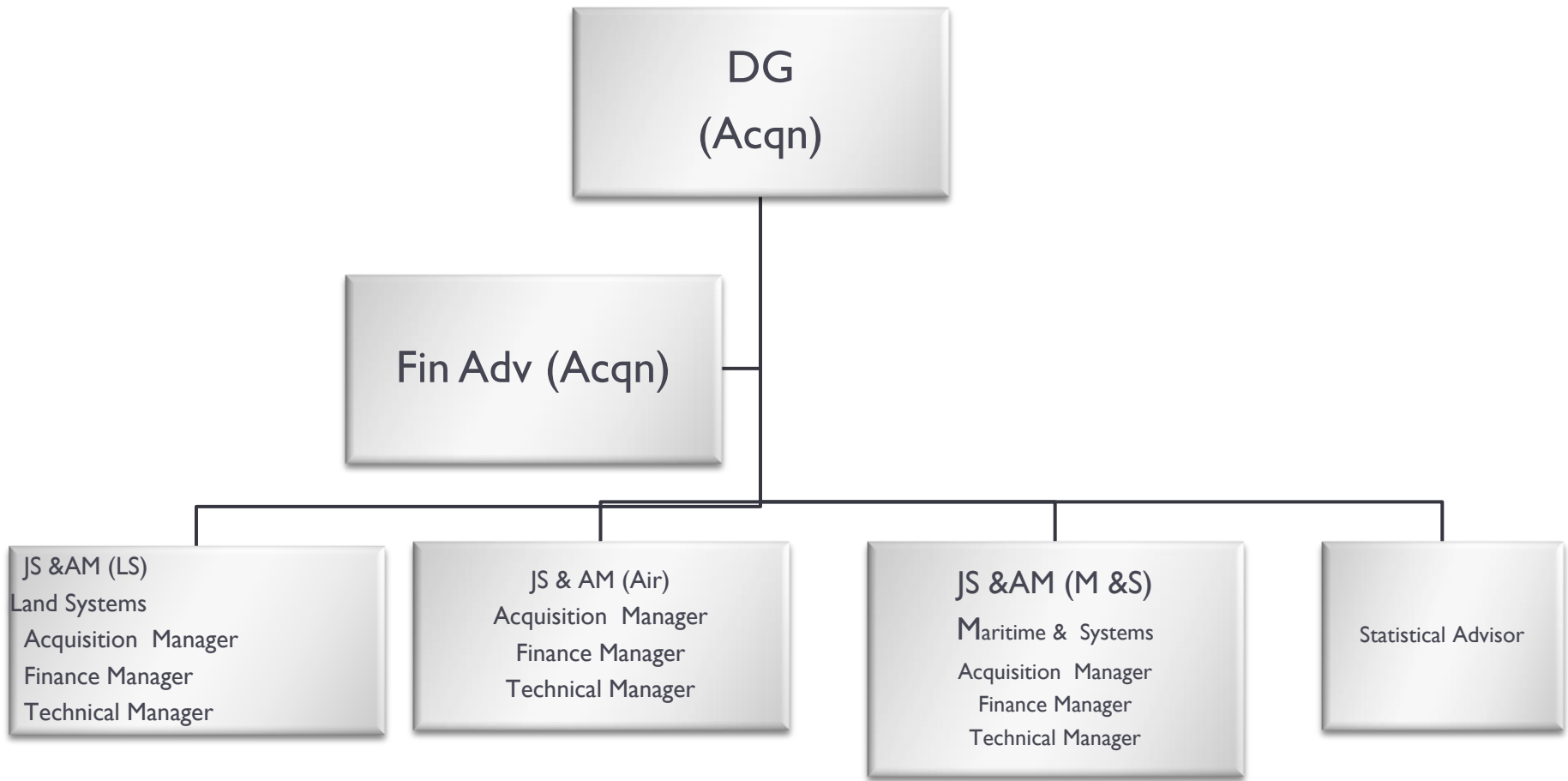




JS (Training & CVO)

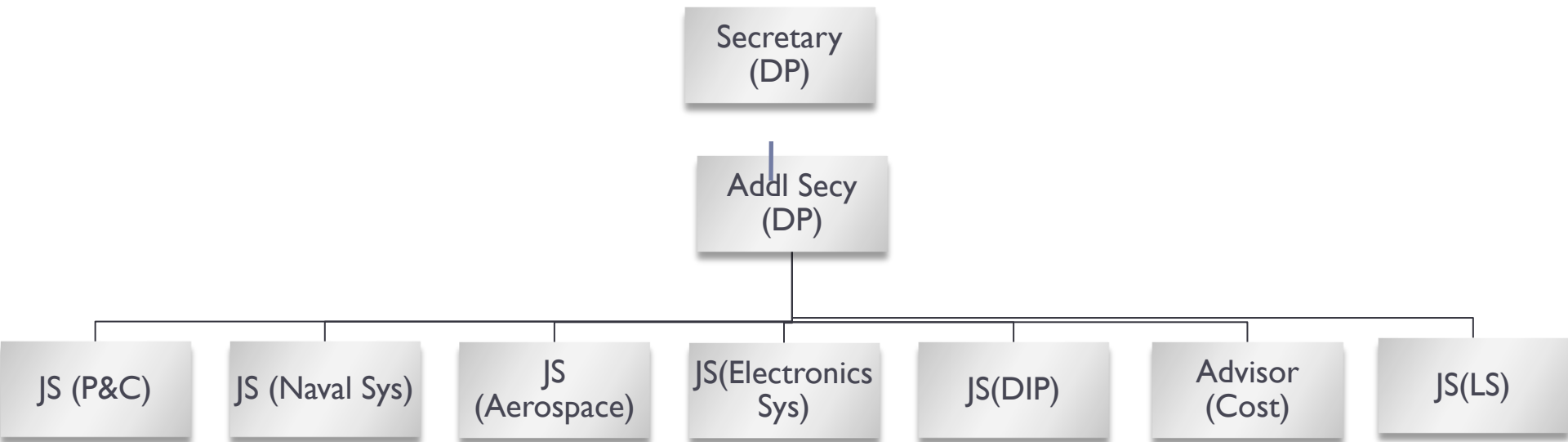
Dir(Training)



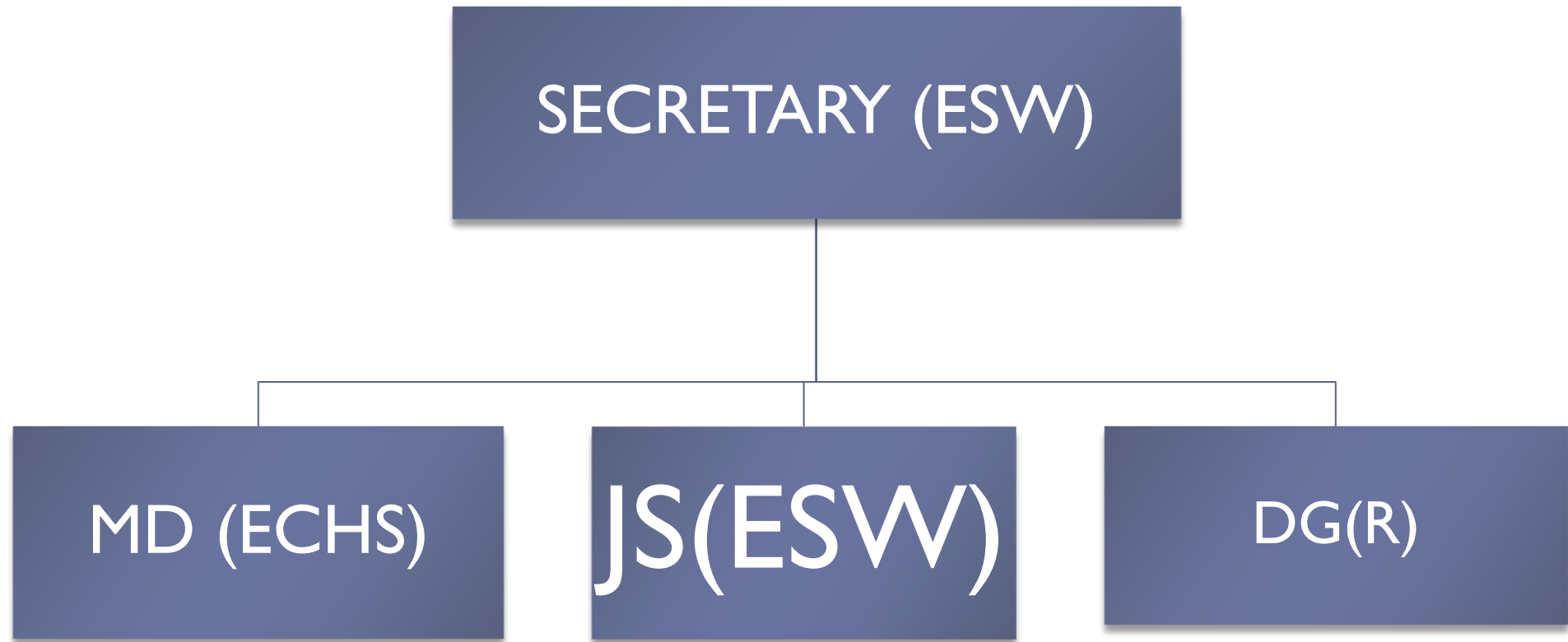


# Organisation Chart of Department of Defence Production

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# Organization Chart of Department of Ex-Servicemen Welfare



JS(ESW)

DS/Dir(Pen)

DS/Dir(Res-I)

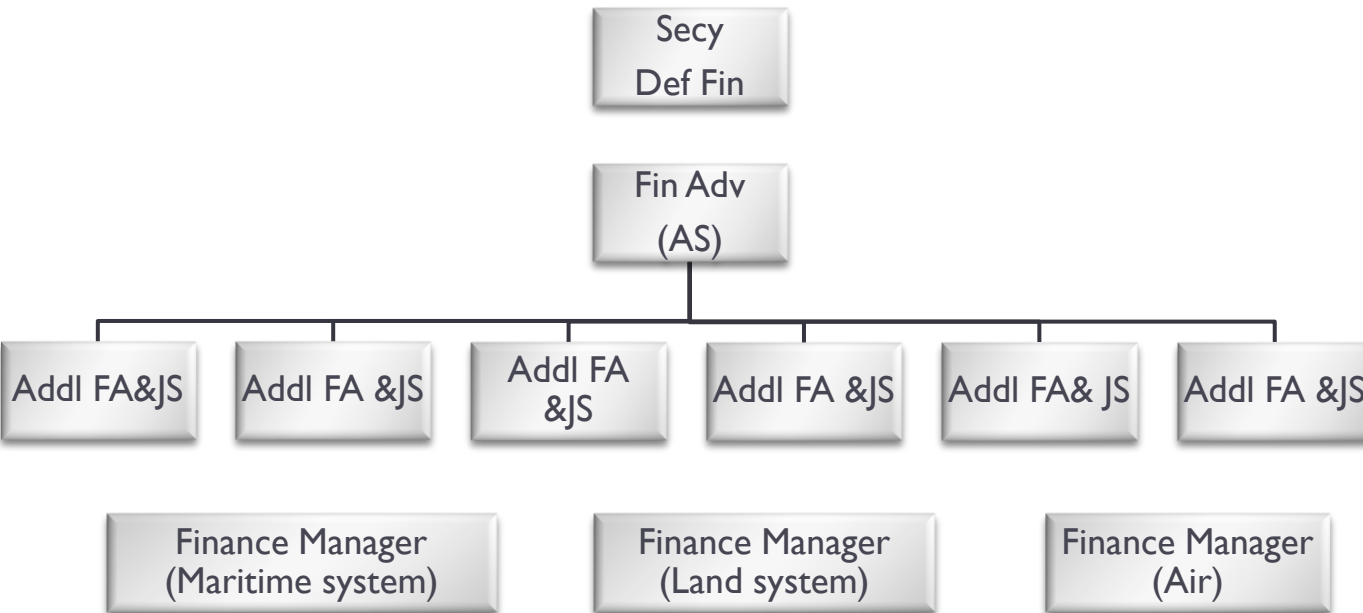
DS/Dir(Res-II)

Dir (P &G)



# Organisation Chart of Defence Finance

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# Defence Acquisition Council

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- ▶ Defence Procurement Board
- ▶ Defence production Board
- ▶ Defence Research & Development Board
- ▶ Defence Secretary
- ▶ Secretary, Defence Production
- ▶ Secretary, Defence Research & Development



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Defence Secretary

▶ Shri Sanjay Mitra

Secretary R&D

▶ Dr. G Satheesh Reddy

Secretary Def Production

▶ Dr. Ajay Kumar

Secretary ESW

▶ Ms. Sanjeevane Kuty

FA Defence Finance

▶ Ms Gargi Kaul

DG Acquisition

▶ Shri Apurva Chandra

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# Inter-Service Organisations

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- ▶ Military Engineering Services
- ▶ Armed Forces Medical Services
- ▶ Directorate General of Defence Estates
- ▶ Office of the Chief Administrative Officer
- ▶ Directorate of Public Relations
- ▶ Army Purchase Organisation
- ▶ Service Sports Control Board
- ▶ Armed Forces Films and Photo Division
- ▶ School of Foreign Language



# ISOs-

*Contd.*

- 
- ▶ History Division
  - ▶ National Defence College
  - ▶ College Defence Management
  - ▶ Defence Services Staff College
  - ▶ Ministry of Defence Library
- 
- ▶

## PART II

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Structure of Integrated HQs of  
Ministry of Defence (IDS) :  
Army, Air, Navy



# Introduction

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- ▶ New Arrangements since October 1, 2001 to promote synergy of policy, doctrine, war fighting and procurements by best management practices.
- ▶ Mechanism for better coordination among three Services: Army, Air, Navy.
- ▶ COSC is the senior most among the three Chiefs
- ▶ CISC



# The Command and Control

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**The President**

**The Central Cabinet of Ministers**

**Cabinet Committee on Security (CCS)**

**Ministry of Defence**

**The IDS**

**And**

**The Army, Navy & Air Headquarters**

**Command HQs**

**Army Corps, Area HQs/Air & Naval Bases**

**Lower Formations**

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# The Services HQs

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- ▶ **Directional and/or coordinative towards Commands and lower formations.**
  - ▶ **Taking up and progressing proposals for Government approval.**
  - ▶ **Working in conjunction with each other and other Forces, Ministries and Departments of the Govt.**
- 



# The Chiefs of Staff

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- ▶ **The Three Defence Services are headed by respective Chiefs of Staff who are the Commanders in Chief of their respective Services.**
- ▶ All decisions/directions of a Service HQ taken on behalf of and under the authority of its Chiefs.



# The Armed Forces HQ

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## *The Macro Managers*

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**The Chiefs of Staff**

**The Vice Chiefs of Staff**

**The Principal Staff Officers  
(PSOs - Heads of Branches)**

**Heads of Arms/Services**

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# The Chiefs and their PSOs

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- ▶ **Actual progression of work in various Branches headed and controlled by PSOs.**
- ▶ **Decisions taken /directions issued by Branches are on the authority of controlling PSO.**
- ▶ **The PSO is responsible to his Chief.**



# Man-Machine-Mix'

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Man : Personnel & Administration related  
Branches/Directorates.

Machine : Equipment and Maintenance related  
Branches/Directorates.

Mix : Branches/Directorates which put to the two  
together to achieve Service Aims and Objectives.

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The Integrated HQs of the Ministry of  
Defence  
(Air Force)

(Air Headquarters)



# PSOs of the Air HQ

- ▶ **Vice Chief of Air Staff**
- ▶ **Deputy Chief of Air Staff**
- ▶ **Air Officer in Charge Personnel**
- ▶ **Air Officer in Charge Administration**
- ▶ **Air Officer in Charge Maintenance**
- ▶ **Dir Gen (Inspection & Safety).**



# Vice Chief of the Air Staff.

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- ▶ **Offensive Operations,**
- ▶ **Transport & Hepttr Operations,**
- ▶ **Intelligence,**
- ▶ **Studies & Doctrines,**
- ▶ **Air Defence**
- ▶ **Joint Planning Services,**
- ▶ **Information & Electronic Warfare**
- ▶ **Meteorology,**
- ▶ **Communications,**
- ▶ **Concept Studies**
- ▶ **Air Traffic Services**



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## Principal Functionaries in Branch :

**DG Air (Ops)**

*ACAS ( AD), ACAS (Offensive)  
ACAS (T&H)*

**ACAS Ops (Space)**

*PD DICOST , D Ops (Jt Plg)  
PD Ops ( I EW)*

**ACAS (Sig & IT)**

*PD Sig (Air)  
D IT & Networking  
D Ops ( Air Traffic Services)*

**ACAS (Int)**

*D (Int)*

**ACAS (Met)**

*PD (Met)*

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# Deputy Chief of the Air Staff.

- 
- **Modernisation Plans**
  - **Modifications**
  - **Developmental projects**
  - **Upgrades**
  - **Financial Planning**
  - **Capital Acquisitions**
  - **Implementation of Projects**
  - **Interface with PSUs & Labs**
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- 

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## Principal functionaries in Branch

- ▶ **ACAS (Plans)**

*PD (Air Staff Reqs), PD (Plans), PD (Projects)*

*PD (IACCS)      PD (AWACS)*

- ▶ **ACAS ( Financial Planning)**

- ▶ **SA to CAS**

- ▶ **IFA**





# All Officer in Charge

## Personnel

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- ▶ Personnel policies
- ▶ Recruitment
- ▶ Training
- ▶ Postings
- ▶ Promotions
- ▶ Welfare



# Air Officer in Charge Personnel

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## Principal functionaries in Branch :

### **\*\* ACAS ( Personnel Officers)**

*PD (Personnel Officers), PD PO-1 (Non Select Ranks)*

*PD PO-2 (Select Ranks)*

### **\*\* ACAS (Personnel Airmen & Civs)**

*PD (Civ)*

### **\*\* ACAS (Trg)**

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# All Officer in Charge

## Administration

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- ▶ General Administration.
- ▶ Discipline.
- ▶ Ceremonial and Organizational Issues.
- ▶ Pay Pensions & Regulations.
- ▶ Medical Services.
- ▶ Accounting.
- ▶ Legal and Provost matters.



# Air Officer in Charge Administration

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## Principal functionaries in Branch :

\*\*\* DG (Works & Ceremonial)

\*\*\* DGMS (Air)

\*\* ACAS (AF Wks)

\*\* ACAS (Actts)

*\*PD Actts*

*\*PD PP&R*

\*\* JAG (Air)

\* PD Org

\* PD Org Adm

\*\* PM (Air)

\*\* PD Personnel Services

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# Air Officer in Charge Maintenance.

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- ▶ **Provisioning and Maint of Techno-Operational Assets**
  - ▶ **Engineering Services and Mechanical Transport**
  - ▶ **Ground Electronics**
  - ▶ **Armament and Safety Equipment**
  - ▶ **Engineering Support**
  - ▶ **Maintenance Planning and Inspection**
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# Air Officer in Charge Maintenance.

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## Principal Functionaries in Branch :

**\*\*\* DG (Aircraft)**

**\*\* ACAS (Engg A)**

*PD Engg (A)*

*PD Engg (B)*

**\*\* ACAS (Engg B)**

*PD Engg (Jag & Mir)*

*PD (Common Systems)*

*PD (Avionic System Modification)*

**\*\* ACAS (Engg D)**



# Director General Inspection & Safety

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- ▶ Flight safety and operational inspection of all units and establishments of the IAF to assess their operational readiness.



## Director General (Inspection & Safety)

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- ▶ **ACAS (Inspection)**
- ▶ *PD ASI (Inspects Air Bases)*
- ▶ *PD Maint Inspection*
- ▶ *Dir ASI ( Inspects Adm of Air Bases)*
- ▶ *PD Flight Safety*





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The Integrated HQs of the Ministry of  
Defence (Navy)

(Naval HQ)

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# PSOs of the Naval HQ

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- ▶ **Vice Chief of Naval Staff**
- ▶ **Deputy Chief of Naval Staff**
- ▶ **Chief of Personnel**
- ▶ **Chief of Material**



# Staff Branch -1- VCNS

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- ▶ Warship and Weapon Procurement
- ▶ Acquisition and Construction
- ▶ Armaments
- ▶ R&D



# Staff Branch -1- VCNS

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- ▶ Warship and Weapon Procurement
- ▶ Acquisition and Construction
- ▶ Armaments
- ▶ R&D



## Staff Branch- 1 (VCNS)

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▶ **CWP&A**

*ACNS (Special Submarine Project)*

*ACWP&A*

*Assistant Controller of Carrier Project*

**Director General Naval Design**

▶ **ACNS (Submarine)**

▶ **ACNS (P&P)**

▶ **DG Naval Armament**

▶ **DG Naval Armament Inspection**

▶ **DG Seabird,**

- **SA to CNS**

- **IFA (N)**



# Staff Branch – II (DCNS)

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All aspects of Naval Operations including :

- ▶ Surface, Submarine, Airborne and Diving
- ▶ Operations
- ▶ Intelligence
- ▶ Communications
- ▶ Tactics,
- ▶ Hydrography
- ▶ Oceanography
- ▶ Meteorology



# Staff Branch – II (DCNS)

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- ▶ **ACNS (Info Warfare & Ops)**

*PD Naval Ops, PD Spl Ops & Diving, PD Submarine Ops,  
PD Naval Sigs, PD Naval Oceanography & Meteorology*

- ▶ **ACNS (Air)**

*PD Naval Air Staff, PD Naval Air Material,  
PD Aircraft Acquisition*

- ▶ **ACNS (Foreign Coop & Intelligence)**

- ▶ **Chief Hydrographer**

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# Personnel Branch (COP)

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Training,  
Recruitment,  
Terms and Conditions of Service,  
Medical and Legal Affairs,  
Education,  
Discipline  
Ex-servicemen Affairs

*- for all ranks of the Navy and its civilian employees.*





# Personnel Branch (COP)

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- ▶ **Controller of Personnel Services**

  - \*PD Manpower Plg & Rtg, , NSEC*

- ▶ **DGMS (Navy)**

  - \*PDMS (Pers & Material), \*PDMS (Hospital & Services)*

- ▶ **DG Naval Academy Project**

- ▶ **ACOP (HRD)**

  - \*PD of Personnel, PD of Naval Trg, \*PD of Physical Fitness, Sports & Adventure Activities*

- ▶ **ACOP (Civ)**

  - \*PD Pay & Accounts, \*PD Civilian Personnel Services,*

  - \*PD Civilian Personnel*

- ▶ **JAG (Navy)**

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# Material Branch (COM)

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- ▶ Providing material support for the Navy's ships and submarines and maintenance of all Associated Equipment.
- ▶ Ensuring the inventories in respect of spares and consumables are adequate – (clothing, victualing and supply of dry rations and food).



# Material Branch (COM)

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- ▶ **Chief of Logistics**

- ▶ **ACOL**

- *PD (Clothing & Victualling) (PDCV), PD Proc(PDPRO),*
- *PD Logistics Support (PDLIS), Dir Tpt (DTP)*

- ▶ **ACOM (IT&S)**

- *\* PD Info Tech (PDIT), PD Weapons & Eqpt(PDWE) , PD Elect Engg(PDEE), Proj Mng Gp (Combat Mgt System (PMGCMS)*

- ▶ **ACOM (D&R)**

- *PD Fleet Maint (PDFM), PD Dockyards(PDODY), PD MarineEngg(PDME) PD Naval Architecture (PDNA)*



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# The Integrated HQs of the Ministry of Defence (Army)

Army HQ



# PSOs of the Army HQ

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- ▶ **Vice Chief of Army Staff**
- ▶ **Deputy Chief of Army Staff (IS&T)**
- ▶ **Deputy Chief of Army Staff (P & S)**
- ▶ **Adjutant General**
- ▶ **Quarter Master General**
- ▶ **Master General of the Ordnance**
- ▶ **Military Secretary**
- ▶ **Engineer-in-Chief**



# Vice Chief of the Army Staff

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- ▶ Military Operations
- ▶ Military Intelligence
- ▶ Operational Logistics
- ▶ Coordinate Issues involving more than one Branch of Army HQ



# Vice Chief of the Army Staff

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## Principal Functionaries under the VCOAS :

- **Dir Gen Military Operations**
- **Dir Gen Military Intelligence**
- **Dir Gen Operational Logistics**
  - **Addl DG OL**
  - **Addl DG Mov**



# Deputy Chief of the Army Staff (IS&T)

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- ▶ Introduction and utilisation of Information technology in the Army.
- ▶ Telecom matters including data and C3I systems & all aspects of Electronic warfare.
- ▶ Policy and conduct of training.
- ▶ Schools and colleges of Instruction controlled by DGMT
- ▶ Overall coordination within Army HQ
- ▶ UN matters
- ▶ ASEC





# Deputy Chief of the Army Staff(IS&T)

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## Principal Functionaries under the DCOAS (IS&T) :

- ▶ **Signals Officer-in-Chief**
- ▶ **Dir Gen Information Systems**
- ▶ **Dir Gen Military Training**
- ▶ **Dir Gen Staff Duties**
- ▶ **ASEC**



# Deputy Chief of the Army Staff (P&S)

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- ▶ Long & Short term Perspective plans.
- ▶ Policy for induction of weapons & equipment into the Army
- ▶ GS Policy regarding equipment, provisioning, reserves, induction, production and upgradation of weapons and equipment.
- ▶ Formulation of annual budget of the Army and fiscal management.



# Deputy Chief of the Army Staff (P&S)

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## Principal Functionaries under the DCOAS (P&S) :

- ▶ **Dir Gens Mech Forces. Arty, AD Arty, Infantry, Rashtriya Rifles, ADG Army Avn, ADG TA**
- ▶ **Dir Gens Perspective Planning, Financial Planning, DG Weapons & Equipment**



# Adjutant General

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- ▶ Manpower planning
- ▶ Recruitment
- ▶ Terms and Conditions of Service
- ▶ Discipline & Vigilance & Legal aspects
- ▶ Policy for grant of Honours & Awards
- ▶ Ceremonial and Welfare Aspects
- ▶ Health Aspects



# The AG's Branch

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## Principal Functionaries of the AG's Branch :

- ▶ **DG (D&CW)**
    - ❑ **ADG Discipline & Vigila**
    - ❑ **ADG Ceremonial & Welfare**
    - ❑ **JAG**
    - ❑ **AWHO**
    - ❑ **AWES**
  
  - ▶ **DG (MP&PS)**
    - ❑ **ADG Manpower Planning**
    - ❑ **ADG Personnel Services**
    - ❑ **ADG Recruiting**
    - ❑ **Inspector of Records, \*\*AGI**
    - ❑ **DGMS (Army)**
- 
- 

# Quarter Master General

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- ▶ Planning and Provision of Land & Accommodation
- ▶ Provisioning and issue of Supplies incl FOL
- ▶ Provision of Transport – Mechanical & Animal
- ▶ Military Farms
- ▶ CSD
- ▶ Adm & Coord



# The QMG's Branch

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## Principal functionaries of the QMG's Branch :

- ▶ **DG Supply & Transport**
- ▶ **ADG Land Works & Environment**
- ▶ **ADG Adm & Coord**
- ▶ **ADG RVC**
- ▶ **DDG Mil Farms**



# Master General of the Ordnance

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- ▶ Inventory control and provisioning of already introduced equipment and stores.
  - ▶ Planning, coordination and institution of measures relating to availability of vital warlike equipment already in service.
  - ▶ Scales of holdings.
  - ▶ Repair and overhaul policy.
  - ▶ Policy for repair and storage facilities
  - ▶ Procurement of spares from abroad and issue of equipment to foreign Govts.
- 





# Master General of the Ordnance

---

- ▶ Inventory control and provisioning of already introduced equipment and stores.
  - ▶ Planning, coordination and institution of measures relating to availability of vital warlike equipment already in service.
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  - ▶ Repair and overhaul policy.
  - ▶ Policy for repair and storage facilities
  - ▶ Procurement of spares from abroad and issue of equipment to foreign Govts.
- 



# The MGO's Branch

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## Principal Functionaries of the MGO's Branch :

- ▶ DG Ordnance Services
- ▶ **DG Electronics and Mechanical Engg\***
- ▶ **ADG Procurement**
- ▶ **ADG Eqpt Mgt**



# The MGO's Branch

---

## Principal Functionaries of the MGO's Branch :

**\*\*\* DG Ordnance Services**

**\*\*\* DG Electronics and Mechanical Engg\***

**\*\* ADG Procurement**

**\*\* ADG Eqpt Mgt**



# Military Secretary

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**Management of the Officer Cadre of the Army  
(less AMC ADC & MNS).**

**All matters relating to Postings and Transfers,  
Career Planning, CR Dossiers, Scrutiny of  
Confidential Reports.**

**Selection Boards.**

**Complaints.**

**Honours & Awards.**

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# The MS Branch

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## Principal Functionaries of the MS Branch :

Addl MS (A)

Postings and Career Management of all ranks upto Colonels

Addl MS (B)

Selection Boards, Management of Records Complaints, and Postings of Brigadiers

PD MS (X)

All aspects of Personnel Management of Senior Officers.

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# The Engineer-in-Chief

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Head of the Corps of Engineers

Advisor to All Three Defence Services and the Ministry of Defence on all matters pertaining to Engineer Works Services and Camouflage policy.

Advisor to COAS on NBC Warfare, Design and Development of Engineer Equipment

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# The E-in-C's Branch

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## Principal Functionaries of the E-in-C's Branch :

### Dir Gen Works

Addl DG Works (Army),

DDG Works (Air Force),

DDG Works ( Navy & DP)

Addl DG Engr Stores & Plant

Addl DG Engr Staff

Addl DG Engr Personnel

DG MAP

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# The Services HQ and The Ministry of Defence

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- ▶ ‘Integrated’ vis-à-vis erstwhile ‘Attached Office’ status of Services HQs
- ▶ No disparity in overall purpose and intent. Understanding compulsions and constraints
- ▶ Interface at various and varying levels depending on complexities, urgency and intricacies of proposal.





# The Progress of a Proposal

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- ▶ **Groundswell**
- ▶ **Consultation and Coordination**
- ▶ **Consideration as a ‘Proposal’**
- ▶ **Approval**
- ▶ **Implementation**



# Inter-Services Organisations

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- ▶ National Defence College
- ▶ DG AFMS
- ▶ DG QA
- ▶ DRDO
- ▶ Office of the JS & CAO
- ▶ DPR
- ▶ DGR
- ▶ The MOD Library
- ▶ Security Office



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# Thank You

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