

Organization and Management of the Department of Defense

Resource Guide v3.2



March 2019

**Directorate for Organizational Policy
and Decision Support
OP&DS/OCMO/OSD**

July 25, 1958

MEMORANDUM TO MR. GALE

All things good or bad must come to an end. This is the last day of the Committee on Reorganization. Attached is a list of material sent to the archives. Both Bob Holt and I have retained in our personal files copies of the House and Senate briefing books, the Committees Reports, etc.

Also attached is a report on the status of the President's reorganization proposals insofar as it is known to the Committee.

Enactment of H.R. 12541 will demand considerable changes on all organizational levels of the Department of Defense. In many instances, the new law will require considerable study and action by the Secretary of Defense, as for example, his written delegation to the Assistant Secretaries of Defense of authority to act in specific subject areas.

Preliminary starts on reorganization are currently underway in OSD, the Services, and the JCS. I am sure the results will be carefully scrutinized, not only by the Congress but by the Press and the country as a whole.

What seems to be lacking is one central office which has a view of the "whole picture". I would recommend consideration be given to the establishment of such an office directly under the Secretary of Defense. It could provide centralized direction and coordination of reorganization efforts, and make appropriate recommendations to the Secretary in this area. Such an office would be in a position to constantly keep abreast of the status of changes and evaluate their over-all effect on the efficient operation of the Department of Defense.

David O. Cooke

2 - Attachments

cc: Mr. Holt

NOTE: Ollie Gale was Secretary McElroy's Special Assistant, who came with him from Procter & Gable. Doc Cooke was to become the Director of Administration and Management and be known as the "Mayor of the Pentagon."

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Organization and Management of the Department of Defense

Organizational Policy
& Decision Support
Directorate
OCMO/OSD

Mr. Jeff Eanes
March 4, 2019



Outline

See Glossary
for acronym use
throughout

Government has a responsibility not only to make history but to record it. James Madison said that a “popular Government, without popular information, or the means of acquiring it, is but a Prologue to a Farce or a Tragedy, or perhaps both.” As a principal guarantor of U.S. national security, the Department of Defense has a special obligation to keep the nation informed.

Foreword by Secretary Harold Brown

The Department of Defense: Documents on Establishment and Organization 1944-1978

The Department of Defense shall maintain and use armed forces to support and defend the Constitution of the United States against all enemies, foreign and domestic. Ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interest. Uphold and advance the national policies and interests of the United States.

Functions of the Department of Defense, DoD Directive 5100.01, December 2010

- **Organization**

- DoD Organizational Structure
- DoD Functional Structure
- DoD Policymaking Framework
- Principal Staff Assistants (PSAs) vs. Presidentially Appointed, Senate-confirmed (PAS) Officials
- Defense Agencies and DoD Field Activities

- **Management (and Governance)**

- Authority and Roles
- DoD Senior Leadership and Advisors
- DoD Corporate Governance
- Supporting Tiers of Governance
- Governance Systems and Processes



Management and Governance

- **The Secretary of Defense manages the Department of Defense through a combination of:**
 - Direction from the President and Congress (the latter, through statute and laws)
 - Advice and support from the Principal Staff Assistants, Joint Chiefs of Staff, and the Heads of the DoD Components – including delegations of authority and authorities provided in law
 - Intra-governmental advisory bodies (“internal” or “government-only” groups)
 - Federal Advisory Committee Act (FACA) advisory bodies (“external” or “mixed government-private sector” groups)
 - External advice from the private sector is closely regulated by statute to prevent conflicts of interest
- **Governance Framework**
 - Decision Making Support – Supporting tiers of governance, and collaborative framework, providing advice and support to decision making
 - Corporate-level Systems/Processes – Processes/systems used to inform and record major decision-making
 - Issuance Program – The formal function that codifies and maintains the policies of the Department and communicates the Secretary’s guidance



Authority and Roles

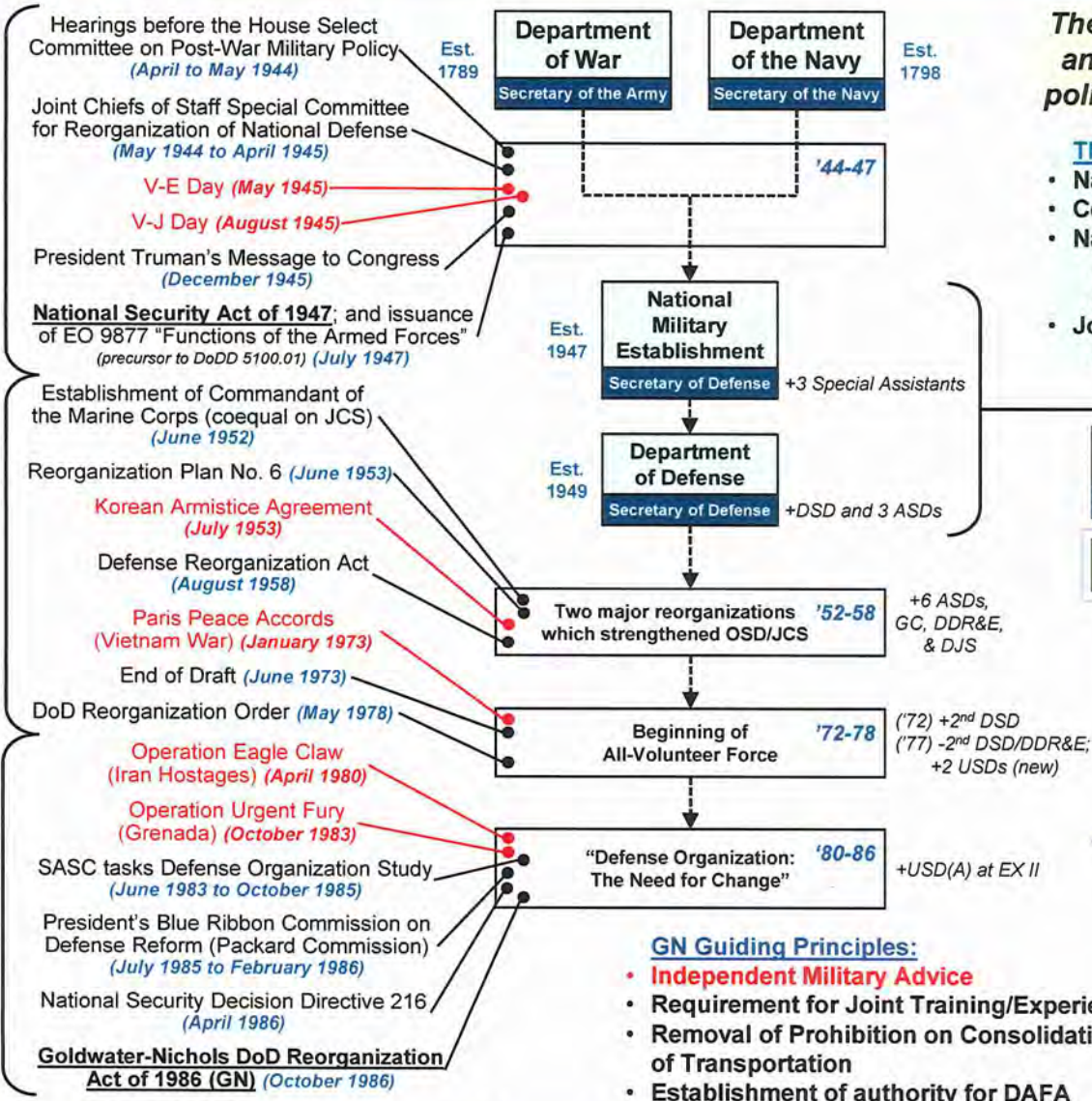
The Constitution, National Defense, & Secretary of Defense

- **Congress – Article I (U.S. Constitution)**
 - **Authorizes and appropriates funding**
 - **Makes rules for governance; e.g.:**
 - National Security Act of 1947, as amended
 - Title 10, United States Code (U.S.C.) – Armed Forces (enacted into positive law in 1956)
 - Title 50, U.S.C. – War and National Defense
 - Goldwater-Nichols DoD Reorganization Act of 1986
 - Annual National Defense Authorization Acts and DoD Appropriations Acts
 - **Provides advice and consent on principal appointees (Military and Civilian) and Military officer promotions**
 - **Declares war**
- **President – Article II (U.S. Constitution)**
 - **Shall be the Commander in Chief of the Armed Forces of the United States**
 - **Exercises authority over the military by:**
 - Selecting Presidential appointees and senior officers, and approving military promotions
 - Managing the federal budget process
 - Formulating/implementing national security policy
 - Personally engaging in matters of high importance
- **Secretary of Defense – Title 10 (U.S. Code)**
 - **Principal Advisor to the President on Defense matters (“Defense advisor”)**
 - “The Secretary of Defense is the principal assistant to the President in all matters relating to the Department of Defense.”
 - **Cabinet member as the head of an executive department (“Political advisor”)**
 - “The Department of Defense is an executive department of the United States.”
 - **Leader and “CEO” of the Department (“Business Executive”)**
 - “There is a Secretary of Defense, who is the head of the Department of Defense ... [who] has authority, direction, and control over the Department of Defense.”
 - **Deputy to the Commander in Chief (“Military Executive”)**
 - “... the chain of command to a combatant command runs (1) from the President to the Secretary of Defense and (2) from the Secretary of Defense to the commander of the combatant command.”



National Military Establishment (NME)

National Security Act (NSA) of 1947 (Public Law 80-253)



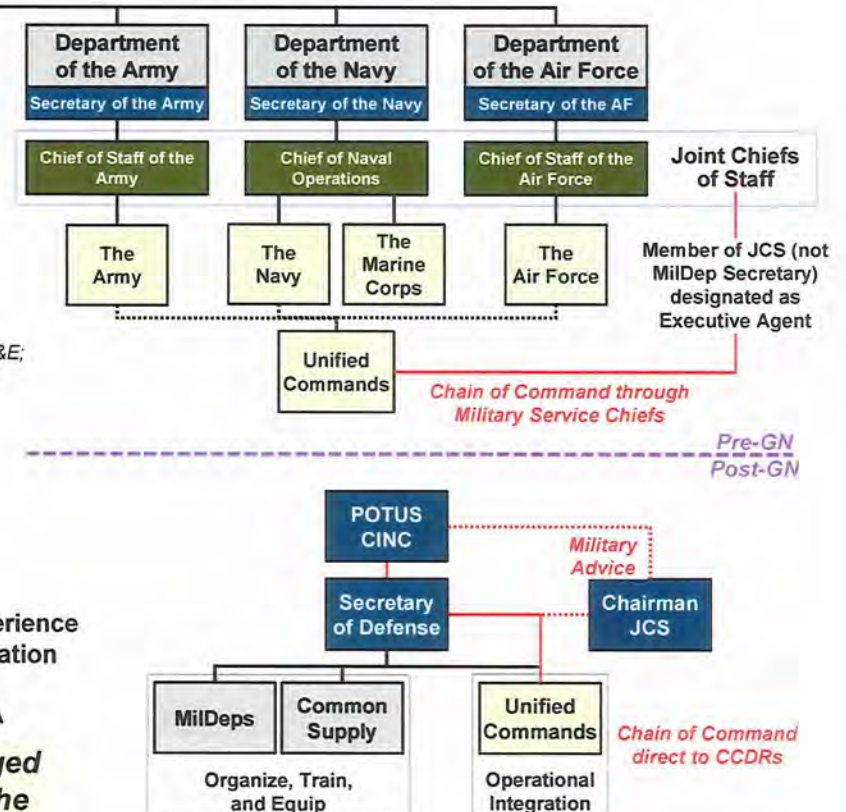
The basic purpose of the NSA of 1947 was to establish an integrated structure to formulate national security policy at the upper-most levels of the U.S. Government.

The NSA of 1947 established:

- National Security Council
- Central Intelligence Agency
- National Military Establishment (Composed of three Military Departments (MilDeps))
- Joint Chiefs of Staff (JCS) (Including the Joint Staff)

NSA Guiding Principles:

- **Civilian Control of Military**
- Prohibition on the merger of the MilDeps (i.e., "separately administered," to include combat and service components; e.g. supply and logistics)



GN Guiding Principles:

- **Independent Military Advice**
- Requirement for Joint Training/Experience
- Removal of Prohibition on Consolidation of Transportation
- Establishment of authority for DAFA

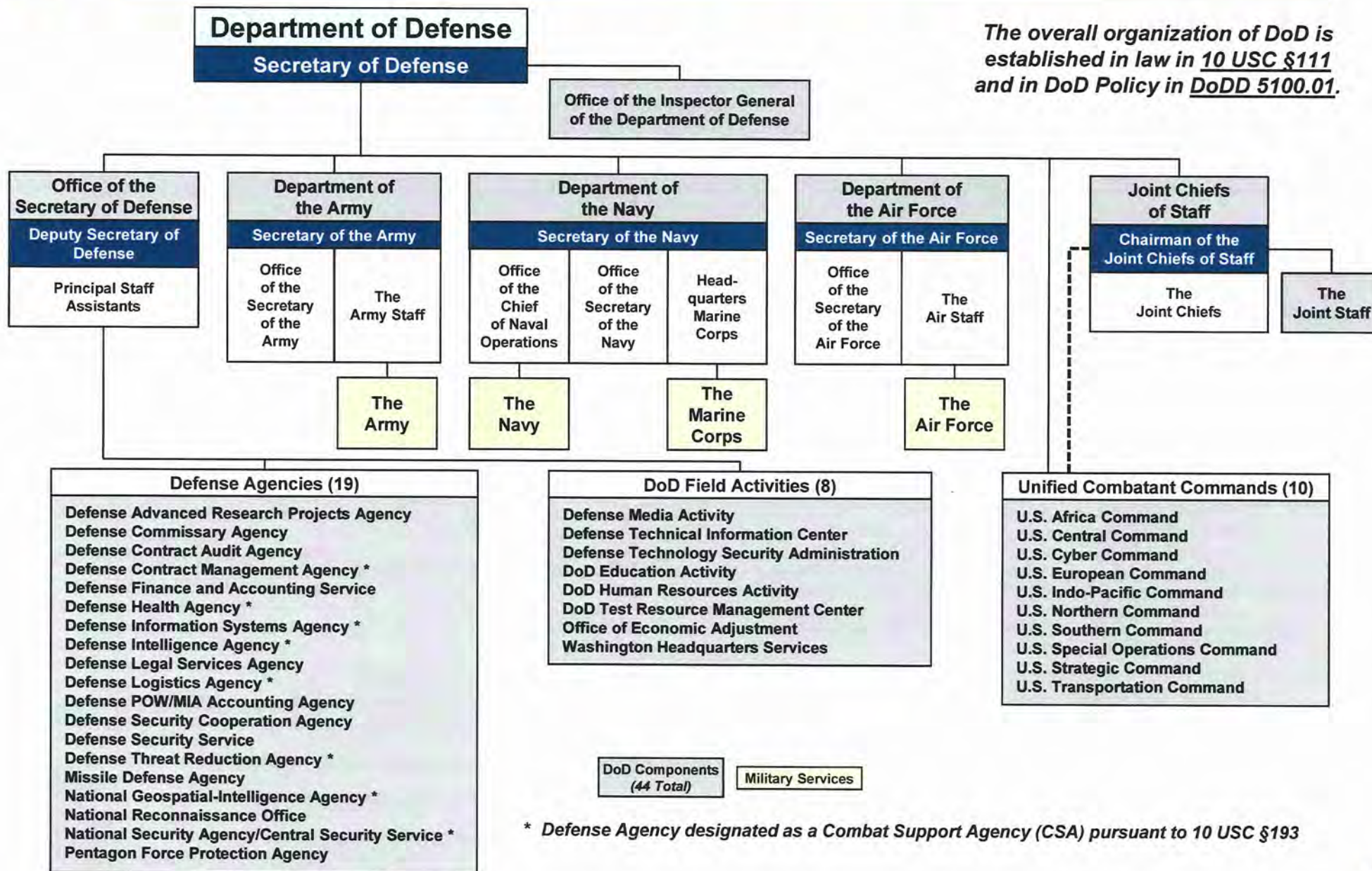
The basic intent of GN was to address: recent disastrous or poorly managed military events, the imbalance between Service and Joint Interests, and the continued lack of integration of mission (continued "inter-Service logrolling").



DoD Organizational Structure

Line-and-block Chart

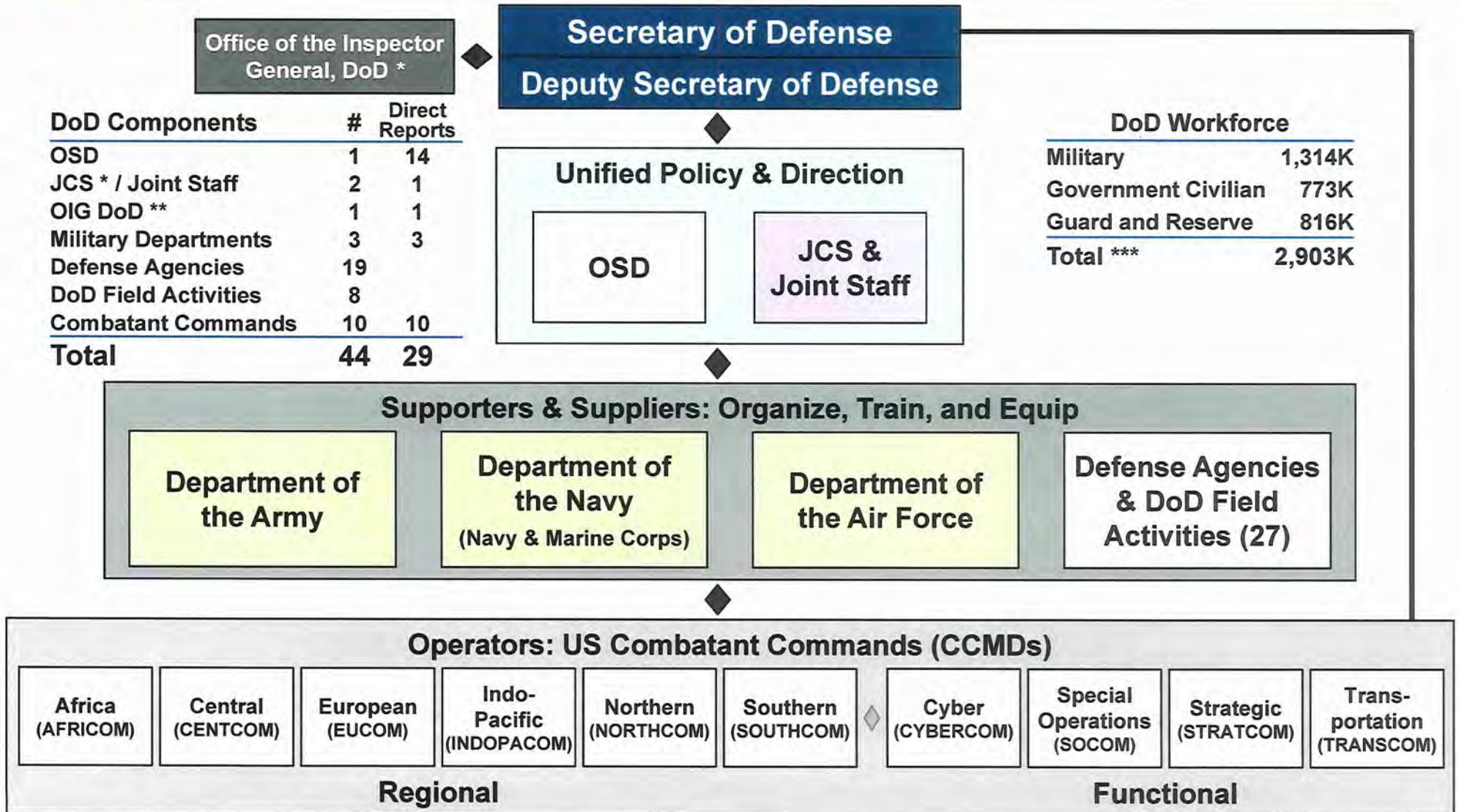
The overall organization of DoD is established in law in 10 USC §111 and in DoD Policy in DoDD 5100.01.





DoD Functional Structure

DoD Components



* The JCS is group composed of seven members, representing other DoD Component interest, therefore it is commonly not treated as a "DoD Component" for the sake of authorities and organization.

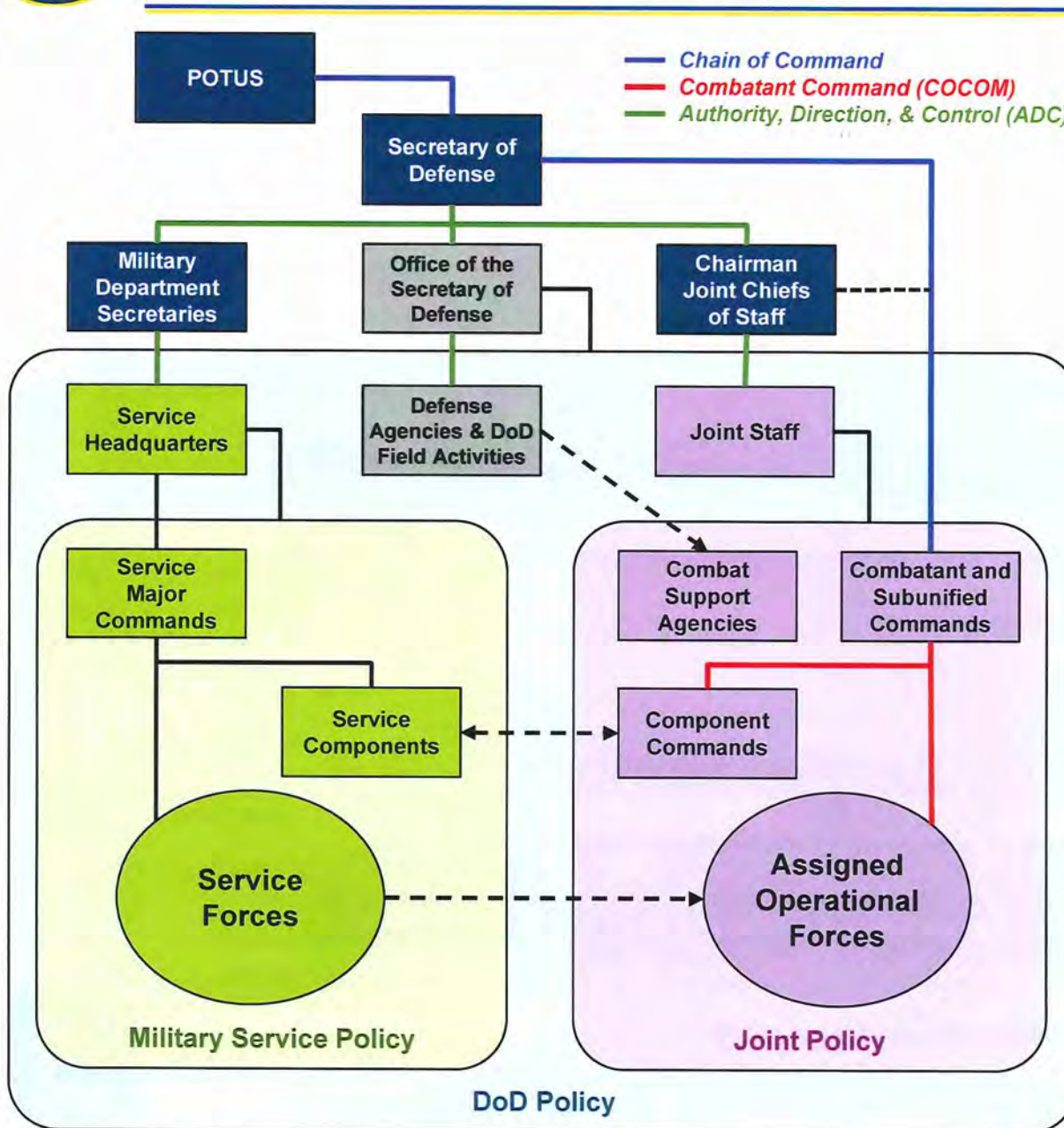
** The Office of the IG DoD (OIG) functions as an independent and objective unit of the Department of Defense

*** FY18 Estimate (FY19 Defense Budget Overview, February 2018, Figure 5-1)



DoD Policymaking Framework

Oversight Functional Overlap



Delegated Authority to Principal Staff Assistants (PSAs) in OSD: Pursuant to the authority vested in the Secretary of Defense, and subject to his or her authority, direction, and control, and in accordance with DoD policies and issuances, the [PSA] is hereby delegated authority:

- To exercise, within assigned responsibilities and functional areas, all authority of the Secretary of Defense derived from statute, Executive Order, or interagency agreement, except where specifically limited by statute or Executive order to the Secretary of Defense, and
- Establish, in DoDIs and directive-type memorandums, DoD policy within assigned authorities and responsibilities [...] including the authority to identify collateral responsibilities of other PSAs and DoD Component heads. This authority cannot be redelegated.
- Such issuances must be fully coordinated [in accordance with the DoD Issuances Program policy].
PSA Chartering Directives

Chain of Command is the succession of commanding officers from a superior to a subordinate through which command is exercised.

Combatant Command (COCOM) (command authority) is the nontransferable command authority, which cannot be delegated, of a combatant commander to perform those functions of command over assigned forces involving:

- Organizing and employing commands/forces;
- Assigning tasks;
- Designating objectives; and
- Giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command.

Joint Publication 1

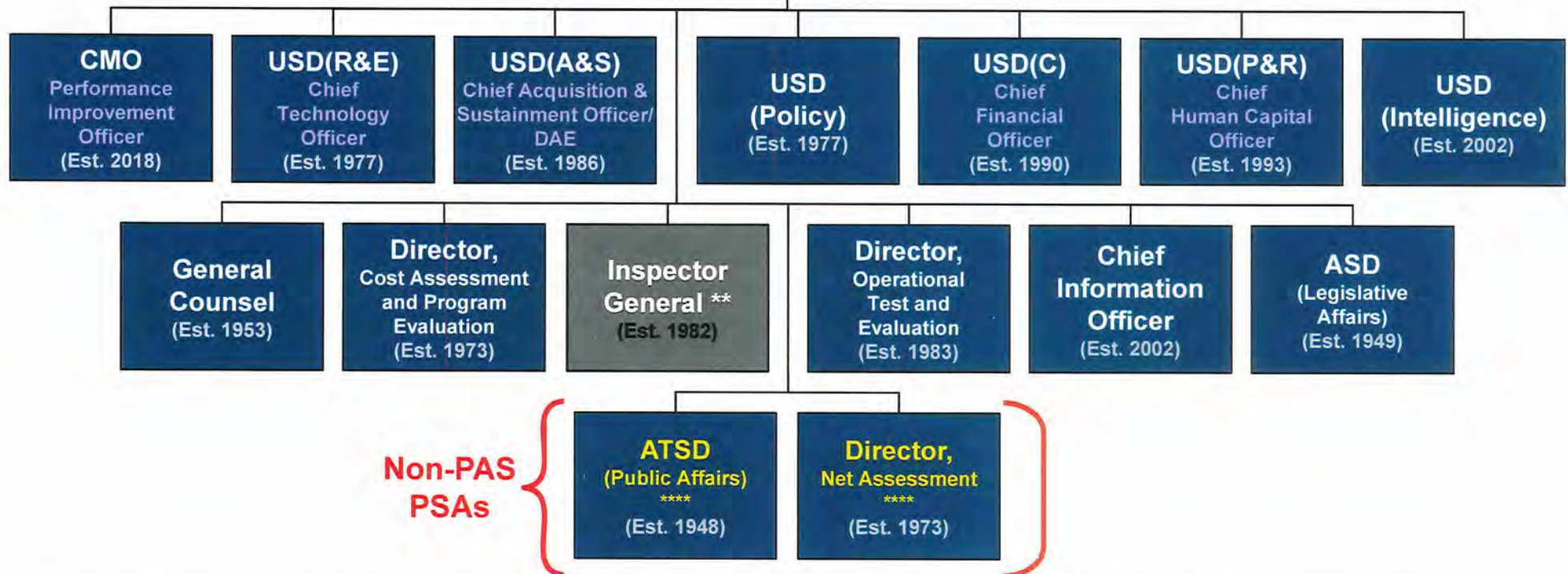


Principal Staff Assistants (PSAs)* OSD Organizational Structure

Direct Reports	
OSD	14
IG DoD **	1
Total	15



OSD Workforce	
Civilian	1,967
Military (Active Duty)	401
Military (IMA/Temp)	107
Government Employees	2,475
Detailees/IPAs (Est.)	414
Contract Support (Est.)	3,614
Total ***	6,503



* Dates reflect establishment of positions with roles that were essentially the same as they are today (even though the positions may have previously been non-PAS).

** Although the IG DoD is statutorily part of OSD and is under the general supervision of the SD, the Office of the IG DoD (OIG) functions as an independent and objective unit of the DoD

*** As of January 31, 2019 (Civilian includes temporary authorizations; Military Active includes Reserve and Guard on Active duty; Military Temp includes Drilling Reservists); Does not include the 420 WHS direct support positions.

**** All positions shown are PAS except those with **** which are SES positions



DoD Senior Leadership and Advisors

Policy and Decision Support

- **Senior Leaders and Managers**

- **Political Appointees**

- Presidentially Appointed, Senate-confirmed (PAS) Officials: **59** (*generally filled at about 70%*)
- Non-career Senior Executive Service (SES): **~90** (*no more than 10% of SES appointments*)

- **Civilian Senior Executive (CSE)**

- General and Career Reserved positions (OPM biennial allocation 1,656); most positions are General SES
- FY17 SES/SL/ST full-time equivalents **1,654*** DoD-wide (~320 in OSD) – title 5 U.S.C.
- **594** DISES (10 USC §1606) and **754** DoD-wide DISL allocations** – title 10 U.S.C.

- **General Officer and Flag Officers (GOFO)**

- **895***** GOFO with no less than 68% assigned to Military Departments
- Remainder assigned to the CCMDs, the Joint Staff, and others
- No more than ~25% can be at the 4-star/3-star level (“section 601” positions)

- **DoD Federal Advisory Committees**

- **Advisory bodies that have members that are not composed exclusively of government or military personnel must follow the Federal Advisory Committee Act (FACA) rules which include public hearings, public release of recommendations, separate records maintenance and archiving, etc.**

- **Source of independent, technical, scientific, and/or expert advice in support of DoD decision making**

- **54 Total Committees ****:**

- 26 non-discretionary (19 Active, 3 Pending Establishment, and 4 Administratively suspended)
- 21 discretionary (3 pending termination)
- 7 FACA-exempt (3 exempt by law, 1 operational committee, and 3 separate establishments of the Federal Government)
- Six senior advisory boards directly support the Secretary and Deputy Secretary of Defense:
 - **Defense Business Board / Defense Health Board / Defense Innovation Board / Defense Policy Board / Defense Science Board / Reserve Forces Policy Board**

* FY18 Estimate Direct/Reimbursable (FY19 O&M Overview, March 2018, OP-8)

** From FY11 Secretary Gates Efficiency Initiatives data

*** As of December 31, 2018

**** As of January 7, 2019



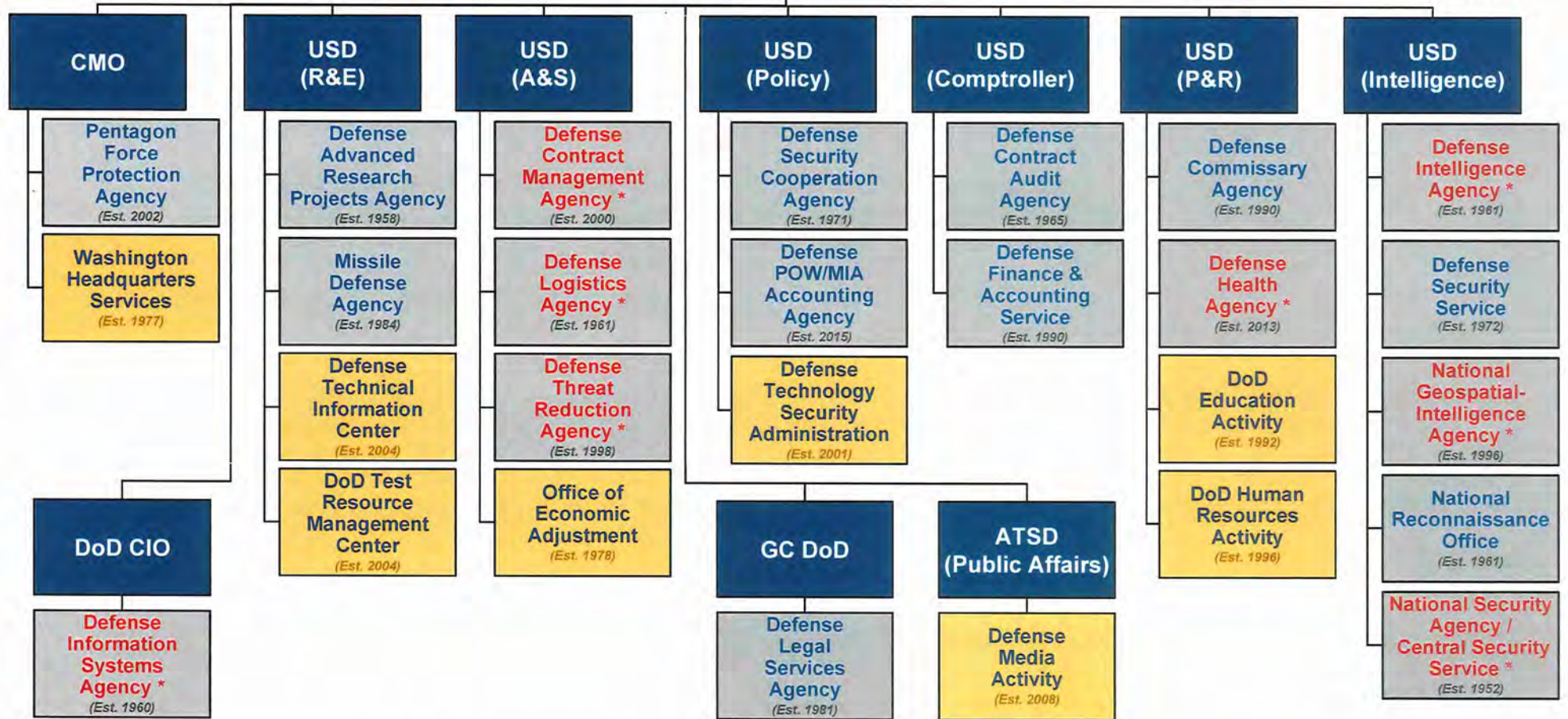
Defense Agencies and DoD Field Activities

Common Supply or Service Agency Per 10 USC §191

Defense Agencies *	19
DoD Field Activities	8
Total	27

Secretary of Defense
Deputy Secretary of Defense

Authorized Manpower	
Defense Agencies	155.3K
DoD Field Activities	17.1K
Total **	172.4K



* Eight Defense Agencies designated as a **Combat Support Agencies (CSA)**, pursuant to 10 USC §193, with joint oversight by the Chairman of the Joint Chiefs of Staff

** FY19 Defense Manpower Requirements Report (June 2018) (FY19 Estimate Military/Civilian)



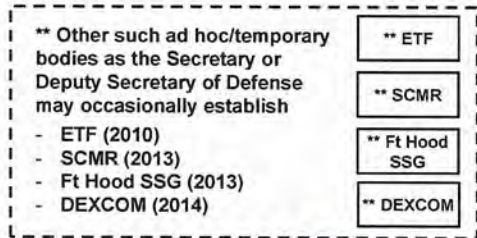
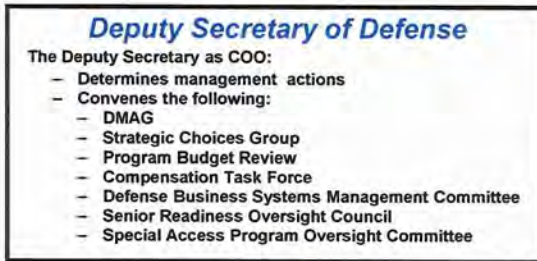
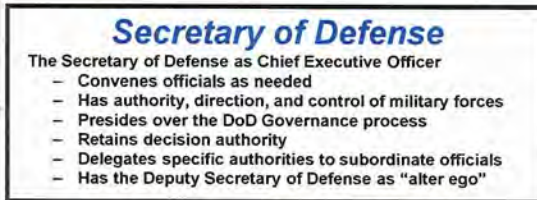
DoD Corporate Governance Framework

- **The Secretary and Deputy Secretary of Defense establish, direct, and oversee Departmental governance councils and decision-making processes**
- **Decision authority rests with the Secretary and Deputy Secretary of Defense**
 - Secretary as CEO (“Mr. Outside”)—provides strategic direction, policy, program, and resource priorities
 - Deputy Secretary as COO (“Mr. Inside”)—directs and integrates DoD planning and resource allocation consistent with Secretary’s direction, and oversees management, business systems, and key processes
- **Secretary's Leadership Council (SLC)**
 - Senior level advisory body to the Secretary
 - Senior civilian leadership team, as well as CJCS, VCJCS, and Service Chiefs
 - Combatant Commanders frequently included depending on the agenda
- **Deputy’s Management Action Group (DMAG)**
 - Most senior level advisory body to the Deputy Secretary; Principals or their Deputies participate
 - Oversees and directs program, enterprise management, and business decisions
- **Supporting Tier of Governance**
 - Aligned with functional activities across the Department
 - Provides support for strategic decision-making and joint analyses of capability gaps and excesses



Supporting Tiers of Governance

Linking the Corporate Framework with Functional Equities



Attendance Varies***

- Secretary of Defense
- Deputy Secretary of Defense
- Chief Management Officer
- Secretaries of the Military Departments
- Chairman JCS (may Co-Chair)
- Under Secretaries of Defense
- Vice Chairman JCS
- The Military Service Chiefs and Chief of the National Guard Bureau
- Combatant Commanders

Principal DMAG Members***

- Deputy Secretary of Defense
- Secretaries of the Military Departments
- Under Secretaries of Defense
- Vice CJCS (Co-Chair)
- The Service Chiefs
- Director, CAPE
- DCMO

DMAG Members

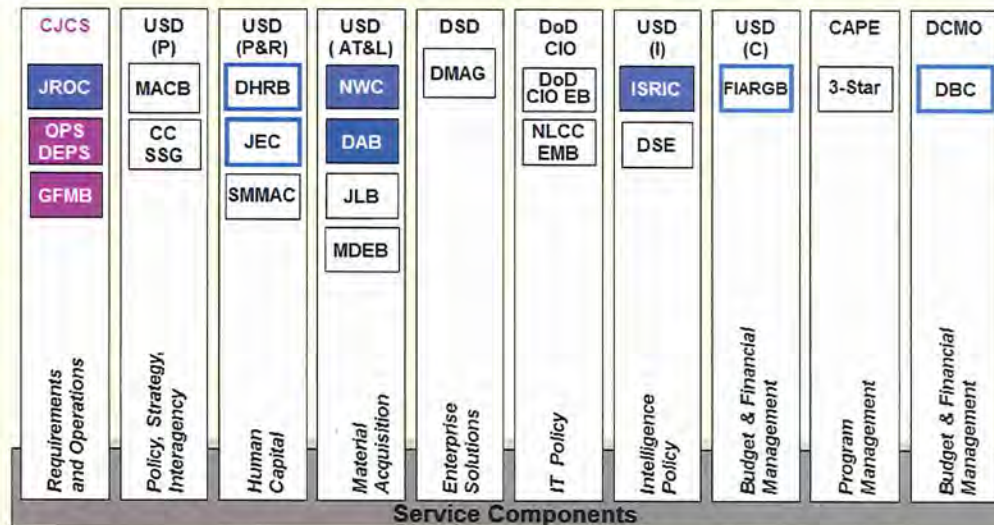
Attended by invitees appropriate to the meeting agenda (e.g., CNGB, DoD CIO, DJ8, VCDRUSSOCOM)

ORS EXCOM

DSC SecAF* PGC DA&M

- 3-Star: 3-Star Programmers
- C2CIB: Command & Control Capability Integration Board
- CC SG: Complex Catastrophes Steering Group
- DAB: Defense Acquisition Board
- DBC: Defense Business Council
- DHRB: Defense Human Resources Board
- DoD CIO EB: DoD Chief Information Officer Executive Board
- DSC: Defense Space Council*
- DSE: Defense Security Enterprise
- FIARGB: Financial Improvement and Audit Readiness Governance Board
- GFMB: Global Force Management Board
- ISRIC: Intelligence, Surveillance, and Reconnaissance Integration Council

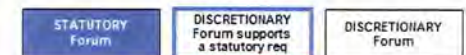
Supporting Tiers of Governance



***Both fora normally include a number of additional officials and principal staff advisors

- JCS: Joint Chiefs of Staff
- JEC: DoD/VA Joint Executive Committee
- JLB: Joint Logistics Board
- JROC: Joint Requirements Oversight Council
- MACB: Mission Assurance Coordination Board
- MDEB: Missile Defense Executive Board
- NLCC EMB: National Leadership Command Capability Executive Management Board
- NWC: Nuclear Weapons Council
- OPSPDES: Operations Deputies
- ORS EXCOM: Operationally Responsive Space Executive Committee
- PGC: Pentagon Governance Council
- SMMAC: Senior Medical Military Advisory Committee
- SCMR: Strategic Choices and Management Review

Legend:



Supporting Tiers of Governance



Executive Schedule I and II Positions

5 USC §5312 and §5313

Agencies with Multiple EX II Positions: The Cabinet-level agencies are headed by EX I positions with EX II Deputies. There are currently five agencies (State, Defense, Transportation, Homeland Security, and OMB) that have more than one EX II positions that are not heads of major agencies of the Federal Government (e.g., Secretary of the Army, Administrator of FEMA, Director of NCTC). In four of the five agencies with multiple EX II officials, those officials serve as "Second Deputy Secretaries". The one exception is Defense, where the USD(R&E) and CMO do not head major components, but also do not serve explicitly as a Second Deputy.

Executive Schedule Level I – 21 Positions		Executive Schedule Level II – 48 Positions
Secretary of State.	→	Deputy Secretary of State. Deputy Secretary of State for Management and Resources.
Secretary of the Treasury.	→	Deputy Secretary of the Treasury.
Secretary of Defense.	→	Deputy Secretary of Defense.
Attorney General.	→	Deputy Attorney General.
Secretary of the Interior.	→	Deputy Secretary of the Interior.
Secretary of Agriculture.	→	Deputy Secretary of Agriculture.
Secretary of Commerce.	→	Deputy Secretary of Commerce.*
Secretary of Labor.	→	Deputy Secretary of Labor.
Secretary of Health and Human Services.	→	Deputy Secretary of Health and Human Services.
Secretary of Housing and Urban Development.	→	Deputy Secretary of Housing and Urban Development.
Secretary of Transportation.	→	Deputy Secretary of Transportation. Under Secretary of Transportation for Policy.**
Secretary of Energy.	→	Deputy Secretary of Energy.
Secretary of Education.	→	Deputy Secretary of Education.
Secretary of Veterans Affairs.	→	Deputy Secretary of Veterans Affairs.
Secretary of Homeland Security.	→	Deputy Secretary of Homeland Security. Under Secretary of Homeland Security for Management.***
Director of the OMB.	→	Deputy Director of the OMB. Deputy Director for Management, OMB.
Director of National Intelligence	→	Principal Deputy Director of National Intelligence.
Director of National Drug Control Policy.	→	Deputy Director of National Drug Control Policy.
Chairman, Board of Governors of the FRS.	→	Members, Board of Governors of the Federal Reserve System.
Commissioner of Social Security, SSA.	→	Deputy Commissioner of Social Security, SSA.
United States Trade Representative.		

Agencies with two Deputy Secretaries or equivalent
(see note below on DHS and DoT)

* Established as authorized by law in Executive Order 12175 (pursuant to Reorganization Plan No. 3 of 1979); but not reflected in Title 5 (not all EX II position are reflected in title 5; e.g., Comptroller General is EX II)

** Within law, the UST(P) supervises the Assistant Secretaries of Transportation (oversees the Secretary's staff) with primary responsibility for aviation, international, and other transportation policy development, and acts as the third official in order of succession to the Secretary (created as a substitute of the position of Associate Deputy Secretary of Transportation)

*** Within DHS, the USHS(M) serves as, or oversees, the following roles for DHS: CFO, CIO, CHCO, CMO, CAO

**** The compensation for the Representative of the United States to the United Nations (22 USC 287) shall be determined by the President at a level between EX II through EX V (22 USC 3961). The current US Representative is compensated at EX IV.

***** Based upon the current cabinet officials from the White House webpage (does not include the Vice President, White House Chief of Staff, or Administrator of the Small Business Administration (EX III)).

Cabinet/Cabinet-level *****
Agency/Program Head
Deputy Agency Head
DoD EX II Official



Order of Precedence (Code 2 and 3)

As of April 2018

1st



Code 2	
Secretary of Defense	PAS EX-I
Deputy Secretary	PAS EX-II
CMO DoD	PAS EX-II
Secretary of the Army	PAS EX-II
Secretary of the Navy	PAS EX-II
Secretary of the Air Force	PAS EX-II
CJCS	4-star
USD(R&E)*	PAS EX-II
USD(A&S)**	PAS EX-III
USD(P)	PAS EX-III
USD(C)/CFO	PAS EX-III
USD(P&R)	PAS EX-III
USD(I)	PAS EX-III
VCJCS	4-star
Joint Chiefs of Staff (CSA, CMC, CNO, CSAF, CNGB)	4-star
Commandant USCG	4-star
Combatant Commanders	4-star
GC DoD	PAS EX-IV
DCAPE	PAS EX-IV
IG DoD	PAS EX-III
DOT&E	PAS EX-IV
CIO DoD	PAS EX-IV

Deputy takes precedence "immediately after" the Secretary by law
(this is the only official in DoD where the term "immediately after" is used in the statutory provision)

Order for these position aligns with date of creation

Top-to-bottom in order shown (Code 2 then Code 3)

2nd



Code 3	
Under Secretaries (MilDeps)	PAS EX-III
DUSDs	PAS EX-IV
ASDs	PAS EX-IV
Chief of Staff for the SD	SES-NC
Vice Chiefs (VCSA, ACMC, VCNO, VCSAF)	4-star
VCNGB***	3-star
Vice Commandant USCG	4-star
Asst. Secretaries/GCs (MilDeps)	PAS EX-IV
4-stars (all other)	4-star
Chief Judge USCAAF	PAS
Judges USCAAF	PAS
SIGAR	PA EX-IV
Deputy Chief of Staff for the SD	SES-NC
Chief of Staff for the DSD	SES-NC
ATSD(PA)	SES-NC
Director of Net Assessment	SES
DCMO DoD	SES-NC
Defense Advisor to NATO	SES-NC

Positions in blue are PSAs in OSD

* The USD(R&E) takes precedence after the SD, DSD, and CMO with regard to all matters for which the Under Secretary has responsibility by the direction of the Secretary or by law.

** The USD(A&S) takes precedence after the SD, DSD, CMO, and USD(R&E) with regard to all matters for which the Under Secretary has responsibility by the direction of the Secretary or by law (however, practically speaking this has no effect on the precedence of the USD(A&S)).

*** The Vice Chief of the NGB is the only Vice Chief at the 3-star level.

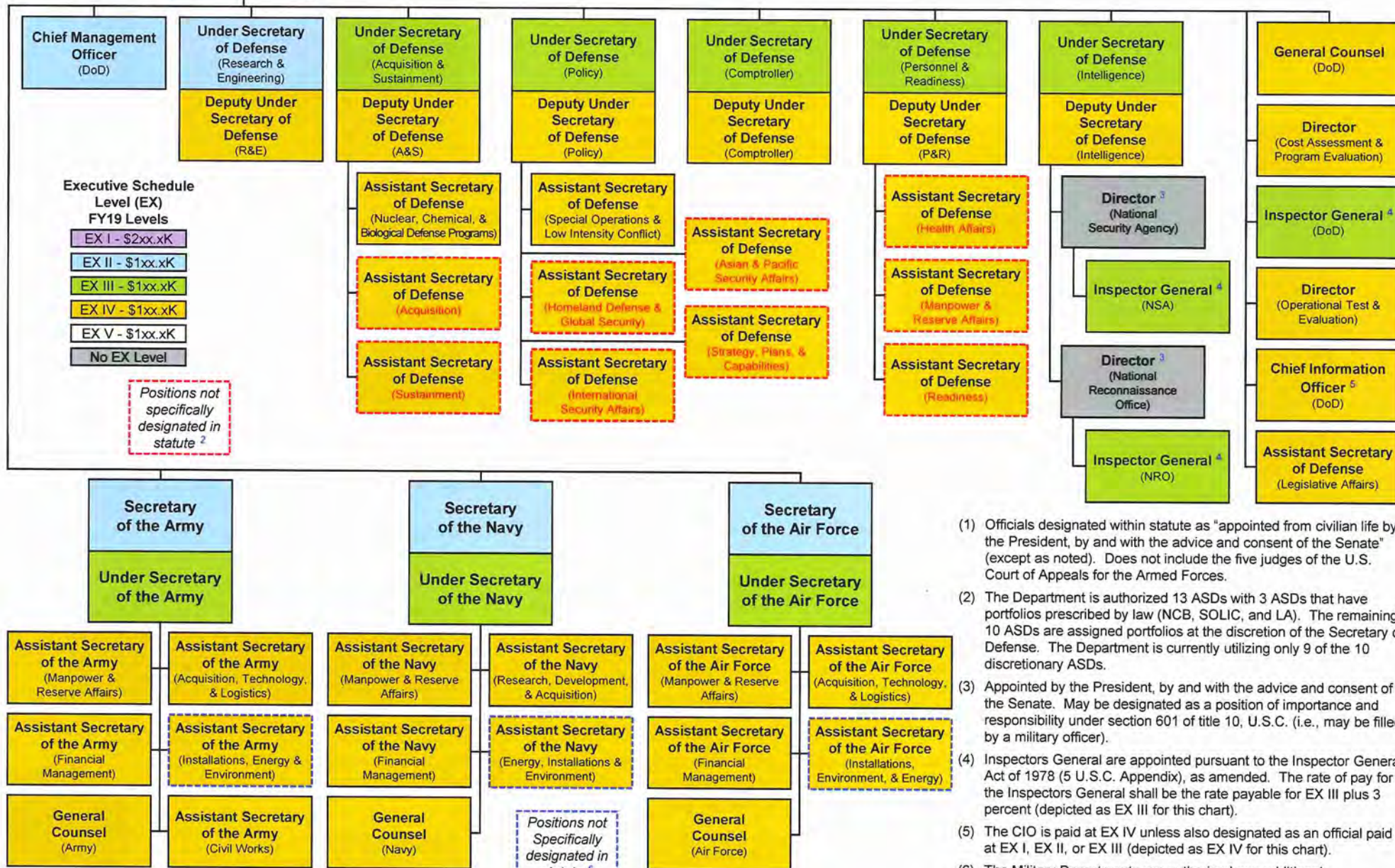


Secretary of Defense
Deputy Secretary of Defense

DoD PAS¹ Officials by EX Level

59 Total as of January 2019

This chart does NOT reflect the un-utilized 13th ASD position² (except in the overall Total above)



- Officials designated within statute as "appointed from civilian life by the President, by and with the advice and consent of the Senate" (except as noted). Does not include the five judges of the U.S. Court of Appeals for the Armed Forces.
- The Department is authorized 13 ASDs with 3 ASDs that have portfolios prescribed by law (NCB, SOLIC, and LA). The remaining 10 ASDs are assigned portfolios at the discretion of the Secretary of Defense. The Department is currently utilizing only 9 of the 10 discretionary ASDs.
- Appointed by the President, by and with the advice and consent of the Senate. May be designated as a position of importance and responsibility under section 601 of title 10, U.S.C. (i.e., may be filled by a military officer).
- Inspectors General are appointed pursuant to the Inspector General Act of 1978 (5 U.S.C. Appendix), as amended. The rate of pay for the Inspectors General shall be the rate payable for EX III plus 3 percent (depicted as EX III for this chart).
- The CIO is paid at EX IV unless also designated as an official paid at EX I, EX II, or EX III (depicted as EX IV for this chart).
- The Military Departments are authorized one additional undesignated Assistant Secretary (current utilization is as shown).

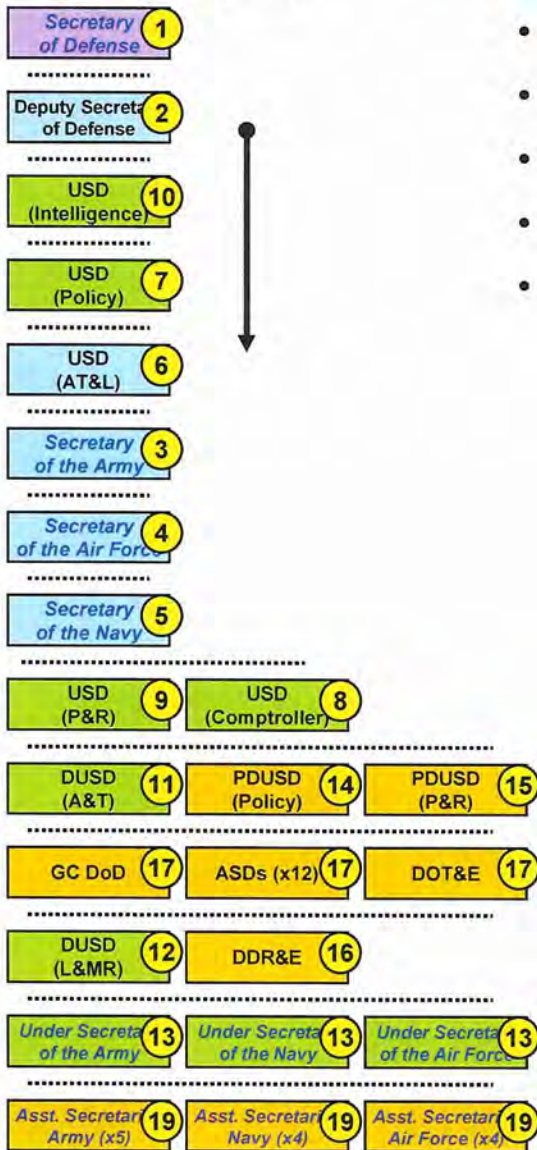


Order of Succession to Secretary of Defense*

Federal Vacancy Reform Act of 1998, as Amended

Executive Order 13394

December 22, 2005



Dimensions of "Importance"

- Order of Succession
- Order of Precedence
- Executive Schedule Level
- Mission and Responsibilities
- Personal Relationships

Executive Level



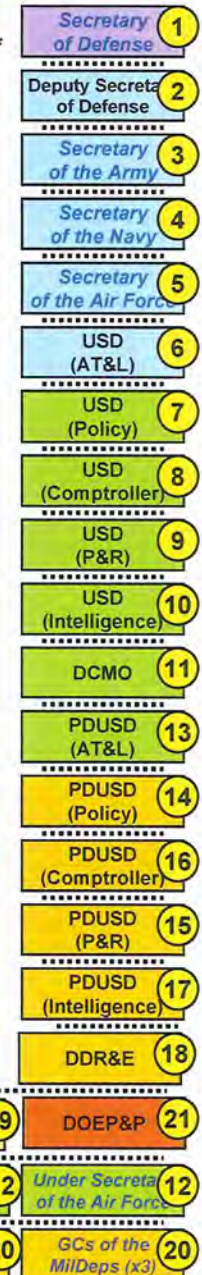
EX Levels for officials at the time of the Executive Orders.

20 Order of Precedence (Relative precedence, 1 being highest precedence—officials with same number take precedence in the order in which they were appointed) from the November 14, 2005, and February 19, 2010, lists.

Note: There are no non-PAS officials in the Order of Succession. Officials in *blue italics* are PAS officials not located within OSD. The Secretary of Defense is not technically within OSD per section 131 of title 10 U.S.C. (which establishes the composition of OSD).

Executive Order 13533**

March 1, 2010



* Order is from top to bottom. Succession among officials designated in the same section (sections broken by dotted lines) shall be determined by the order in which they have been appointed to such office by the President.

** Latest/current Order of Succession; update pending with White House.



Governance Systems and Processes

How Priorities and Policies are Executed and Managed





Defense Budget and Authorization Cycle

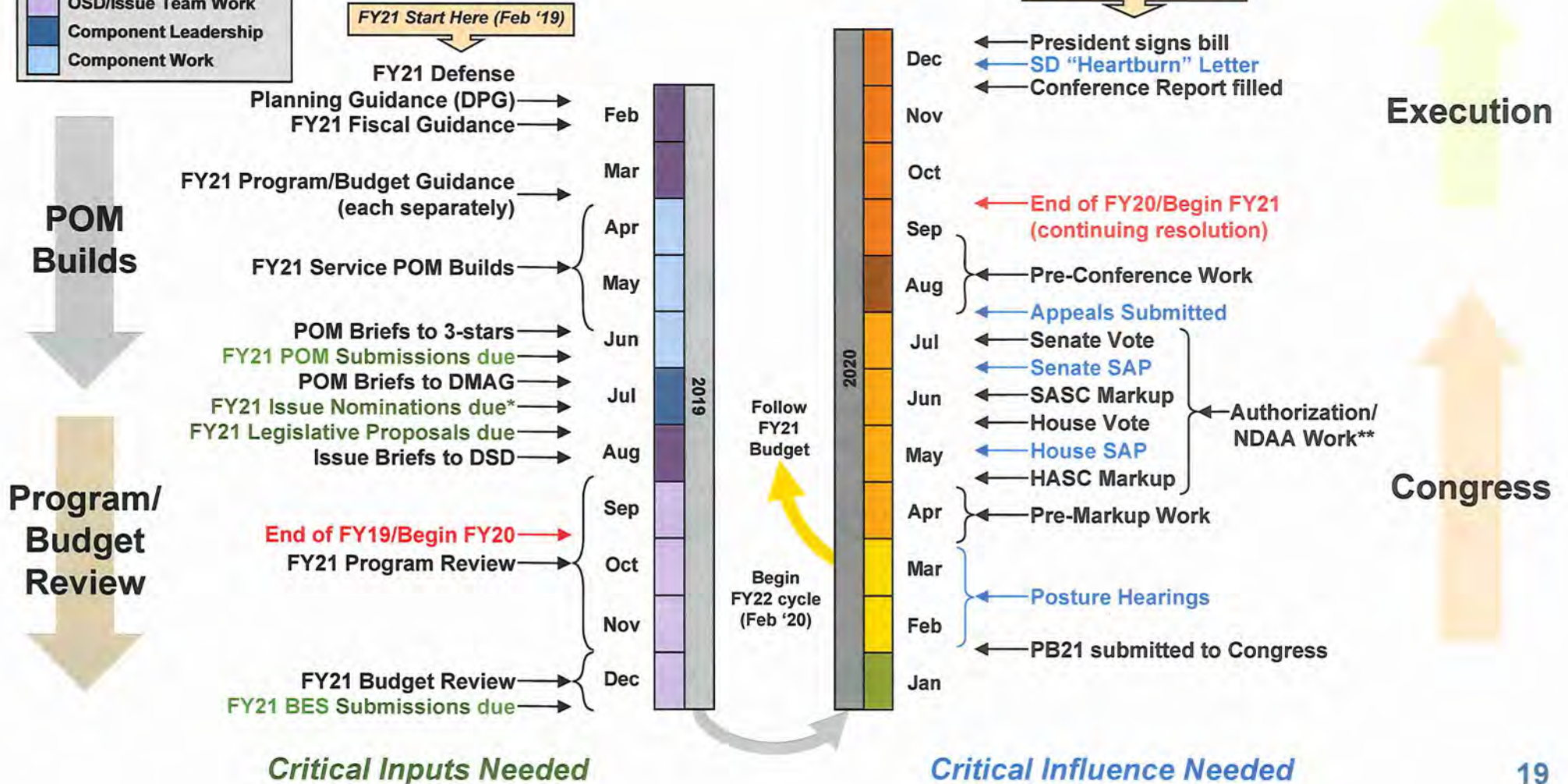
Planning, Programming, Budgeting, & Execution Process

With some variance in the times, the PPBE and Congressional process are predictable

* Budget/Programming proposals, requests, or changes not addressed/resolved in the Component POMs.
 ** The process follows three main bills: Defense Authorization, Defense Appropriation, and Military Construction (MilCon).

Key

- Conference
- August Recess
- Committee Work
- Posture Hearings
- OMB Work
- DoD Leadership Direction
- OSD/Issue Team Work
- Component Leadership
- Component Work





OSD/Defense-wide PAS Position Changes 1947 – 2019 (Does not include Military Departments)

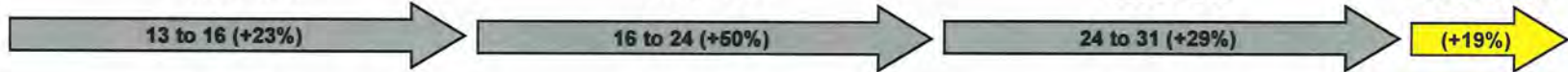
Growth tends to happen in spurts based upon the need for policy focus

**+3 Growth in 20 years
1953-1973**

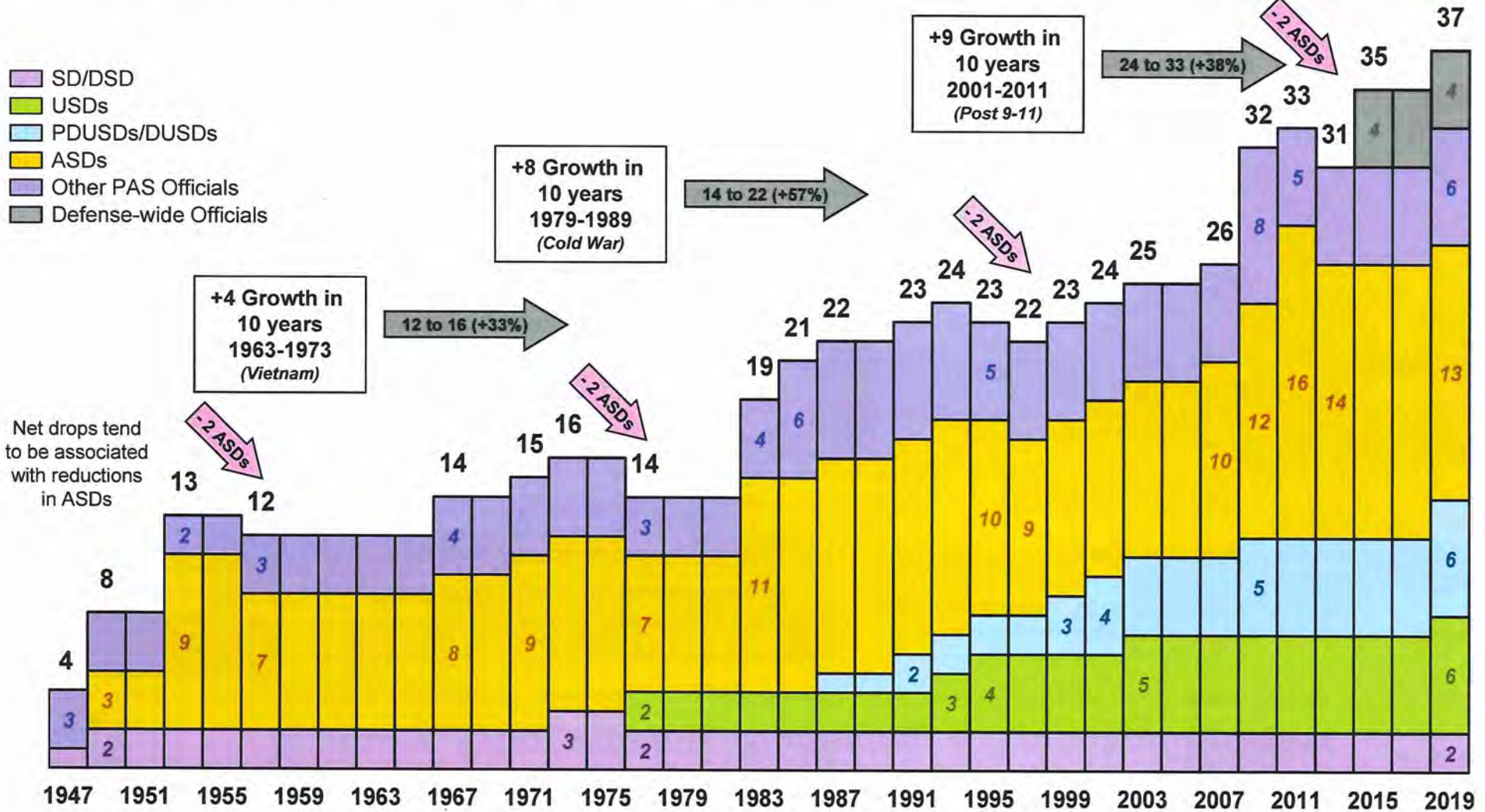
**+8 Growth in 20 years
1973-1993**

**+7 Growth in 20 years
1993-2013**

**+6 Growth in 5 years
2013-2019**



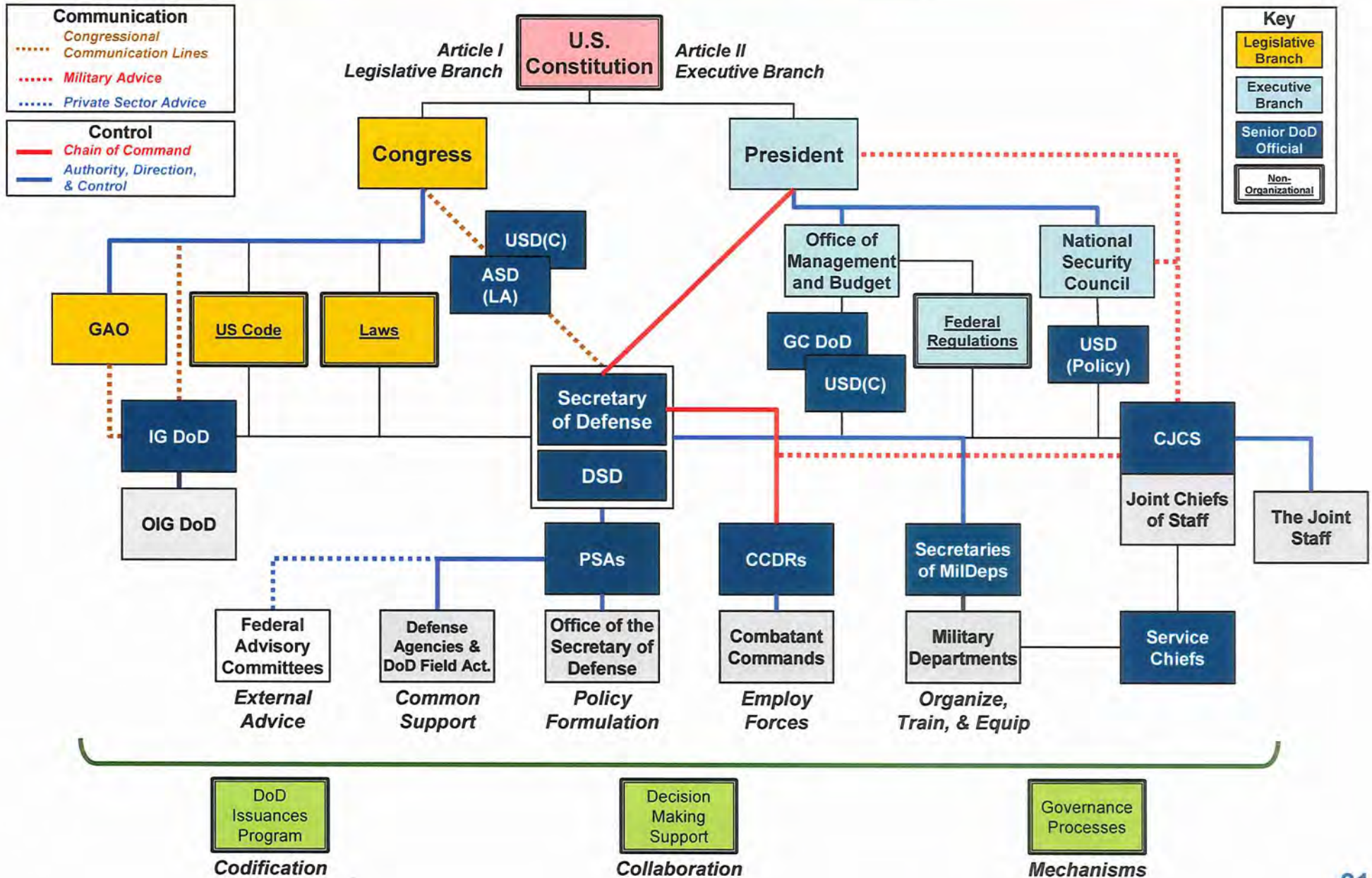
- SD/DSD
- USDs
- PDUSDs/DUSDs
- ASDs
- Other PAS Officials
- Defense-wide Officials





Management and Governance

Integrated Overview





Additional Back-Up Information

- **Valuable Webpages**
 - **Congressional Process – Tracking the NDAA**
 - **Background Information**
 - PAS, PSA, EX Levels, Order of Succession, Order of Precedence
 - ASDs, DoD EA-vs-CCSA, Acting-vs-PTDO
 - **Physical Domains versus Policy Domains**
 - **Major DoD Headquarters Activities (MHA) Background**
 - **Continuity of Operations Framework**
-



Valuable Webpages

Defense Manpower Data Center (.gov or CAC required): <https://www.dmdc.osd.mil/appj/dwp/index.jsp>

Defense Manpower Requirements Reports:
<http://prhome.defense.gov/M-RA/Inside-M-RA/TFM/Reports/>

DMDC Personnel and Workforce Reports (.gov or CAC required):
https://www.dmdc.osd.mil/appj/dwp/dwp_reports.jsp

DoD Directive Division: <http://www.esd.whs.mil/DD/>

* **Face Charts and Key Locator Charts (OP&DSD) Website (CAC required):**
<http://cmo.defense.gov/About/Organization/OPDS/OPDSLlibrary.aspx>

House Office of Law Revision Counsel: <http://uscode.house.gov/>

Joint Electronic Library/Publications: <http://www.jcs.mil/Doctrine/>

Library of Congress: <https://www.congress.gov/>

National Defense Budget Estimates (Green Book): <http://comptroller.defense.gov/Budget-Materials/>

Office of Management and Budget (OMB): <http://www.whitehouse.gov/omb>

Organizational Policy and Decision Support Directorate (OP&DSD) Website:
<http://cmo.defense.gov/About/Organization/OPDS.aspx>

OSD Historical Office: <http://history.defense.gov/>

OUSD(C) website: <http://comptroller.defense.gov/>

President's Budget Historical Tables: <https://www.whitehouse.gov/omb/historical-tables/>

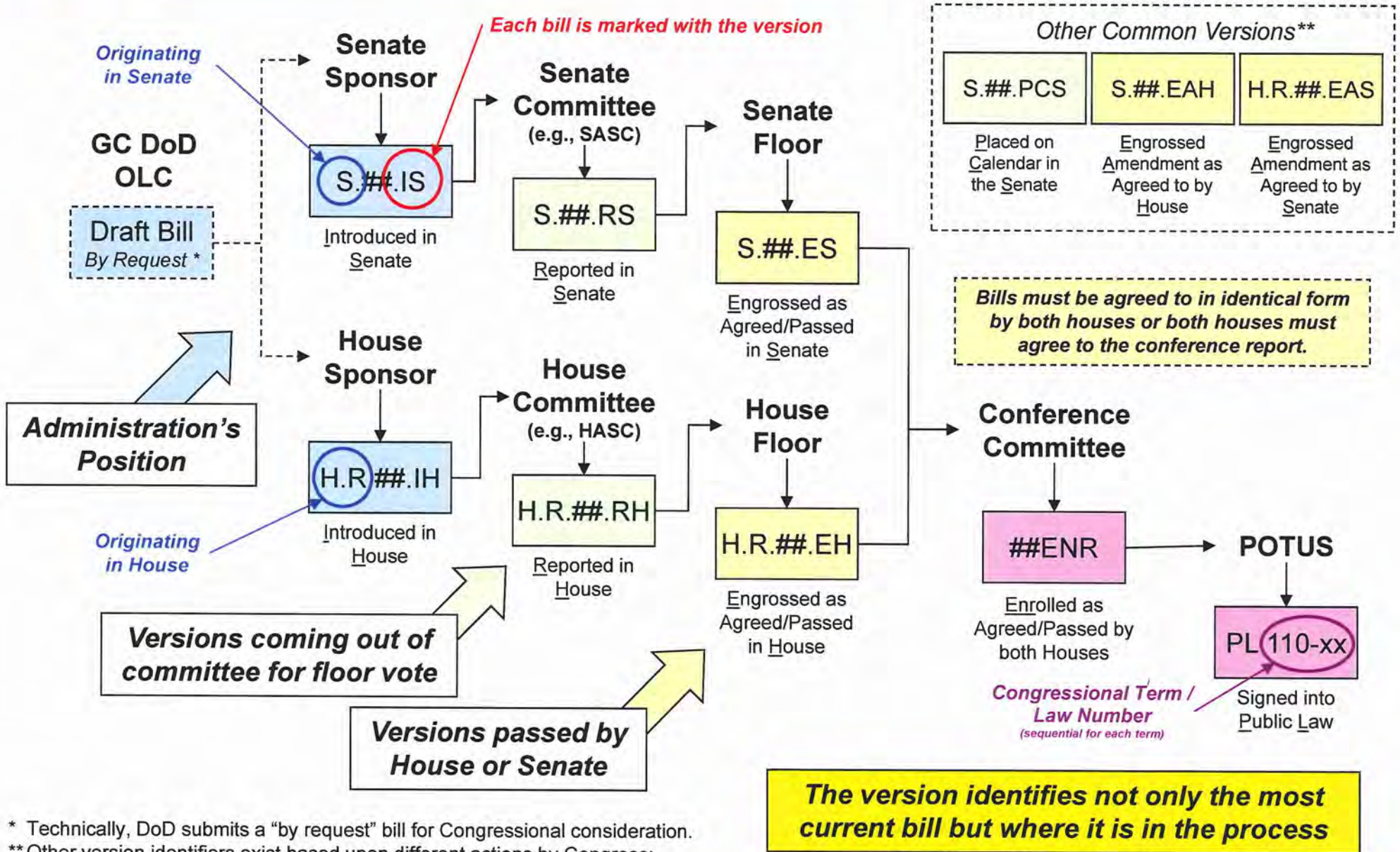
Visual Information Ordering Site (VIOS) (CAC required): <http://www.vios.army.mil/> (for Official/Biography Pictures)

U.S. Government Publishing Office: <https://www.govinfo.gov/>



Congressional Process

How to Track a Bill in Congress



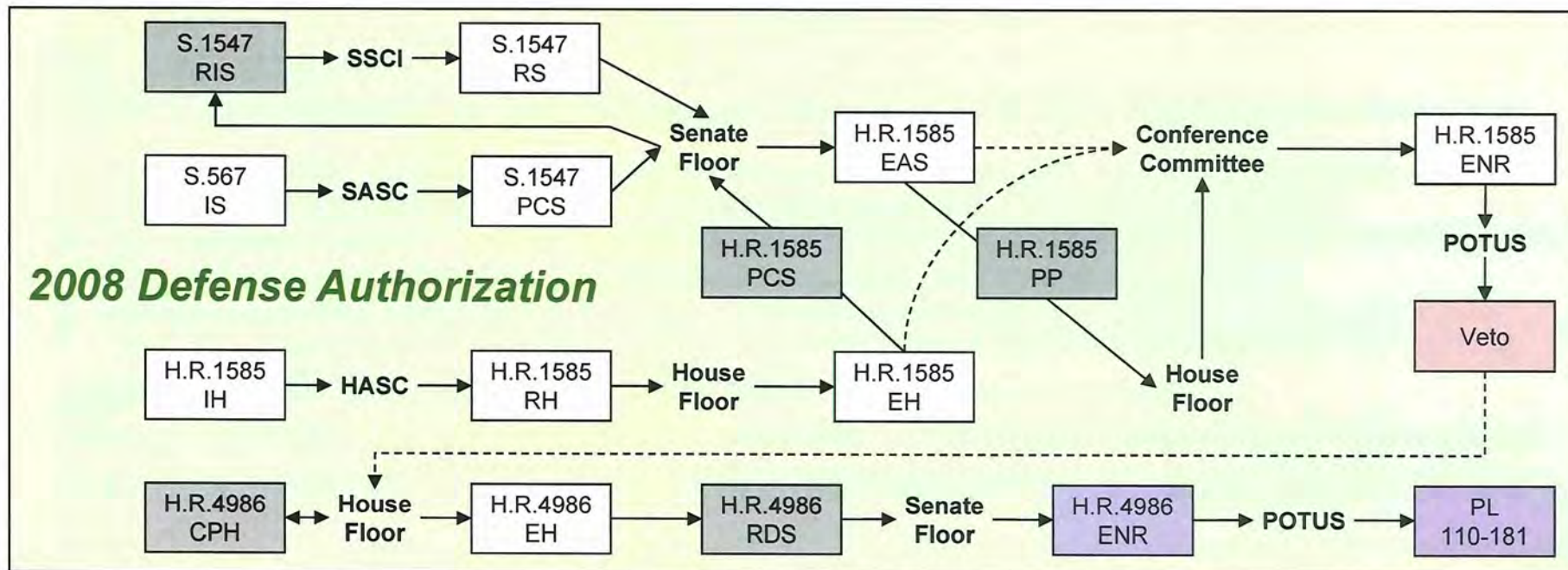
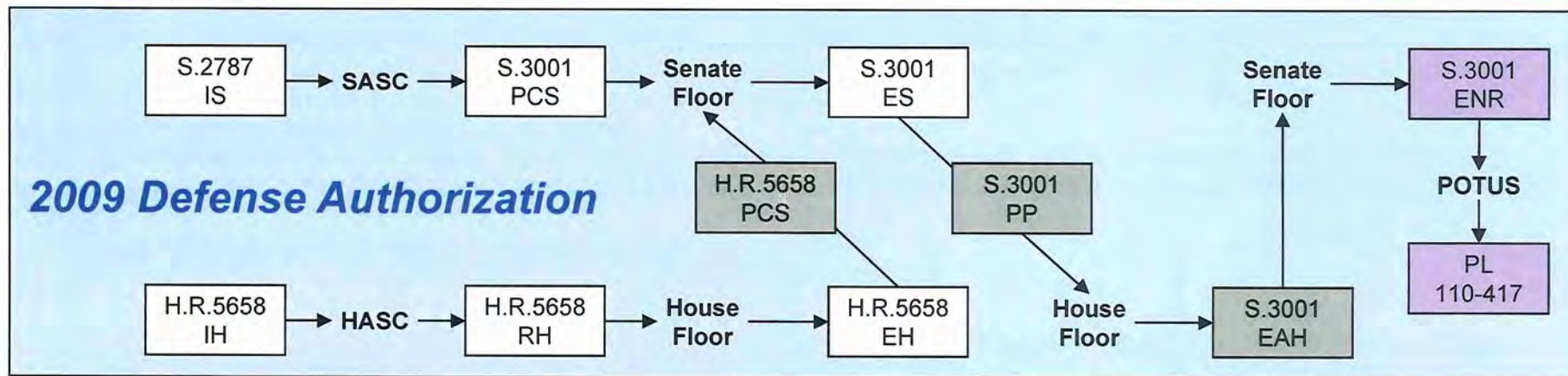
* Technically, DoD submits a "by request" bill for Congressional consideration.

** Other version identifiers exist based upon different actions by Congress; generally, the conference will consider a ES/EAH or EH/EAS combination.



Congressional Process

Tracking the 2008/2009 NDAA's (Examples)



Different Versions

Potentially significantly new version of bill

Process Versions

Identical to the prior version; marked for introduction into the opposite house or forwarded/introduced for reconsideration

Final Versions

Final enrolled version will be identical to the Public Law



DoD PAS Officials

Background

- **The PAS officials are those officials within the Department that are designated within statute with the following provision: “appointed from civilian life by the President, by and with the advice and consent of the Senate”.**
 - This definition **excludes military officers (3- and 4-star officers) who are also technically appointed by the President after confirmation by the Senate pursuant to section 601 of title 10, United States Code (U.S.C.) (these military officers are appointed specifically by individual and position).**
 - **By convention, PAS includes the Inspectors General appointed pursuant to the Inspector General Act of 1978, as amended, and the Directors of the National Security Agency (NSA) and National Reconnaissance Office (NRO) (the Director positions have the option of being filled by military officers).**
- **There are currently 59 PAS positions in DoD (33 in OSD, 4 Defense-wide, and 22 in the MilDeps*).**
 - **Outside of the MilDeps, the OSD and title 50 agencies have seen an overall increase of over 25% across the Obama Administration time period (from 28 in 2009 to 35 in 2017**) and an over 45% increase since the beginning of the Bush Administration (from 24 PAS in 2001 to 35 in 2017**) in the number of PAS officials.**
- **Two ASDs were eliminated in 2012.*****

* The MilDeps have had stable PAS levels since the passage of the FY89 NDAA which brought the total number of PAS officials in the MilDeps up to the current level of 22 by adding one Assistant Secretary of the Air Force (bringing the Air Force to four Assistant Secretaries) and earlier action requiring the three General Counsels to be Senate confirmed.

** The number of PAS was going to be 37 on February 1, 2018, pursuant to changes in the FY17 NDAA enacted in December 2016. If attributed to the Obama Administration (2009-2016), the 8 year increase would be 32% and the increase across Bush/Obama Administrations would be 54%.

*** The Presidential Appointment Efficiency and Streamlining Act of 2011 (Public Law 112-166, enacted August 10, 2012) provided for the elimination of two DoD PAS positions (through the elimination of the ASD for Networks and Information Integration (NII) and the ASD for Public Affairs (PA), bringing the total number of ASDs from 16 to 14). Of note, the Senate version of the bill (S.679) proposed the elimination of six PAS positions in DoD through: (1) the elimination of the ASD for Legislative Affairs (LA), ASD(NII), and ASD(PA), and (2) the redesignation of the Assistant Secretaries for Financial Management in the MilDeps as “Comptroller” of their respective Department and the removal of the requirement for Senate confirmation for those positions (they would have presumably remained statutorily required officials, just under a different designation). The Department pushed back strongly on the elimination of the ASD(LA) and removal of PAS stature for the MilDeps Comptrollers, which the MilDeps asserted was essential due to the scope and nature of these officials’ responsibilities, and the final bill included only a net reduction of two for DoD.



Principal Staff Assistants (PSAs)

Background

- The PSAs are those officials in OSD that report directly to the Secretary or DSD and are delegated the authority to promulgate policy.
- **All PSAs** are delegated the authority to exercise, within assigned responsibilities and functional areas, **all authority of the SD, derived from statute, Executive order, or interagency agreement**, except where specifically limited by statute or Executive order, including the **authority to identify collateral responsibilities of other PSAs and DoD Component heads*** (e.g., the USD for Policy can assign roles & responsibilities to the Secretary of the Army or Commander of U.S. Central Command).
- Moreover, section 131(d) of title 10, U.S.C., directs that:
 - “The Secretary of each military department, and the civilian employees and members of the armed forces under the jurisdiction of the Secretary, shall cooperate fully with personnel of the Office of the Secretary of Defense to achieve efficient administration of the Department of Defense and to carry out effectively the authority, direction, and control of the Secretary of Defense.”
- **All PSAs** have authority to direct the Secretaries of the Military Departments (within the scope of policymaking authorities)*
- Of note, PSA should not be confused with PAS:
 - While some PSAs are also PAS (e.g., USD(P&R) is a PAS PSA);
 - Not all PAS are PSAs (e.g., ASD for Readiness is a non-PSA PAS official); and
 - Not all PSAs are PAS (e.g., DoD Chief Information Officer is a non-PAS PSA).

* This authority is conveyed through DoD Instructions and directive-type memorandums and is contingent on the issuances being fully coordinated with impacted stakeholders in accordance with the Directive policy. The exercising of the Secretary’s authority does not convey the ability to direct, manage, control, or instruct other PSAs or DoD Component heads (i.e., it does not establish “authority, direction, and control”) but does establish “binding” roles, responsibilities, and guidance on other officials.



Executive Schedule (EX) Levels

Background

- **The Federal Executive Salary Act of 1964 (Public Law 88-426) created the Federal Executive Salary Schedule, referred to as the “Executive Schedule”, which is divided into five salary levels (from EX I (highest) to EX V (lowest)*).**
 - **The establishment of the EX was part of a broader reform of Federal pay that was based upon the principles that:**
 - (1) There be equal pay for substantially equal work, and
 - (2) Pay distinctions be maintained in keeping with the distinctions of the scope and responsibilities of specific positions.
 - **EX level does NOT convey authority or responsibilities.**
- **Generally speaking:**
 - **EX I positions are the heads of the Executive Departments** and are part of the President’s Cabinet ;**
 - **EX II positions are the Deputy Secretaries*** or the heads of National-level Agencies (e.g., Administrator of National Aeronautics and Space Administration (NASA), Director of the Office of Personnel Management (OPM), Administrator of Federal Aviation Administration (FAA), or Secretary of the Army);**
 - **EX III positions are the Under Secretaries or the heads of Department-level Agencies (e.g., Administrator of the Drug Enforcement Agency (DEA), Commissioner of the U.S. Customs and Border Protection Agency (CBP), Administrator of the General Services Administration (GSA), or the Under Secretary of State for Management ****); and**
 - **EX IV positions are the Assistant Secretaries, General Counsels, or Specified PAS staff (e.g., Director of Cost Assessment and Program Evaluation, Director of Operational Test and Evaluation).**

* There are no longer any EX V officials in DoD.

** A head of an Executive Department (identified in section 101 of title 5, U.S.C.) is usually referred to as “Secretary” except for the Attorney General which is the head of the Department of Justice. The heads of the Executive Departments are automatically part of the President’s Cabinet, but the President has the authority to include other members at his or her discretion.

*** A Deputy Secretary is the Principal Deputy and First Assistant to the head of the Agency pursuant to the Vacancy Reform Act of 1998, as amended (Public Law 105-277). A Principal Deputy is the “alter ego” of the Principal when the official is present (includes when an official is on travel). A First Assistant is the official that would assume the role of the Principal when that official dies, resigns, is removed from office, or is otherwise unable to perform their duties. Simply being in the Order of Succession to the head of an Executive Department does not make an official a “Deputy Secretary”.

**** The Under Secretary of State for Management is a separate official from the Deputy Secretary of State for Resource and Management.



Order of Succession to SD

Background

- **Succession is the order of officials that will act as, and perform the functions and duties of, the SD during any period in which the Secretary has died, resigned, or otherwise becomes unable to perform the functions/duties of the office.**
 - Only PAS (civilian Senate-confirmed) officials are in the SD Order of Succession (military officers are prohibited from serving as PAS officials*).
 - Order of Succession does NOT convey authority or responsibilities until a position is vacant.**
- **Order of Succession to the SD is established by the President through an Executive Order (the current EO 13533 was signed in 2010).**
 - The SD has flexibility to request from the President any order for SD succession. However, the DSD is the SD's First Assistant*** by law, and must be the first to succeed when the SD position is vacant.
 - The Order of Succession does NOT have to match the Order of Precedence or be based upon EX levels (see OoP and EX slides) although both are considerations.****
 - SD Order of Succession is codified in policy in DoDD 3020.04.

* No military officer may be appointed to a PAS position or serve as either an the "Acting" or "Performing the duties of" official for a PAS positions unless expressly provided for in law. Even when a military officer is expressly authorized in law to be appointed to a position that is PAS, in order to preserve the tenant of "civilian control of the military," the military officer is excluded from the Order of Succession to the SD.

** For example, an individual "higher" on the Order of Succession list has no authority over individuals lower on the list except where that relationship already existed (e.g., USD(P)'s authority over the DUSD(P) or OUSD(P) ASDs).

*** A First Assistant is the official that would assume the role of the Principal when that official dies, resigns, is removed from office, or is otherwise unable to perform their duties (i.e., the First Assistant succeed to the position when the Principal is gone). A Principal Deputy (PD) is the "alter ego" of the Principal when the official is present (e.g., the DSD is the PD to the SD and is unilaterally delegated all authority of the Secretary of Defense, except those prohibited by law, even when the SD is present, although, the two officials establish "swim lanes" so that they don't duplicate effort). There are a few examples of military officers serving as PDs in spite of the fact that they are prohibited from serving as the "Acting" official when the position is vacant (e.g., in the past, the Principal Deputy DCAPE was a military PD, but could not serve as the Acting DCAPE). Note: Simply being in the Order of Succession to the SD does not make an official a "First Assistant".

**** Of note: the two non-Deputy Secretary, non-National Agency Head positions at EX II at the Department of Transportation and Department of Homeland Security (the Under Secretary of Transportation for Policy and the Under Secretary of Homeland Security for Management, respectively) are required by law to be the third official in the Order of Succession to their respective Secretary. They are in effect the First Assistants to the Deputy Secretaries.



Order of Precedence

Background

- **Precedence is the ceremonial honor conveyed upon DoD officials based upon position or rank (as determined by the CMO on behalf of the SD*).**
 - Precedence originated as an instrument to codify the interaction between heads of state and their representatives (the Congress of Vienna agreement in 1815 is one of the earliest examples).
 - Precedence is used to determine seating arrangements at official functions** and aboard government aircraft, to assign government quarters, and conduct official visit activities.
 - Precedence is divided into five coded levels in DoD (from Code 2*** (highest) to Code 6 (lowest)).
 - Code 2 is the Cabinet Level (e.g., Vice President, State Governors, Secretary of Defense, Supreme Court Judges)
 - Code 3 is the PAS/4-star Level/non-PAS PSAs Level (e.g., MilDeps Under Secretaries, ASDs, Vice Chief of Staff of the Army, Director of Net Assessment)
 - Code 4 is the DAFA/3-star/Senior Staff Level (e.g., Director of the Defense Logistics Agency, Principal Deputy General Counsel, tier 3 Senior Executive Service (SES) officials, MilDeps Senior Enlisted Advisors)
 - Code 5 is the 2-star/tier-2 SES Level
 - Code 6 is the 1-star/tier-1 SES/SL/ST/HQE Level
 - A position's precedence is generally determined by roles and responsibilities and then establishment date of the position (older positions have a higher precedence). For groups of equivalent positions (e.g., 4-star GOFO), precedence is generally determined by the order of appointment to the position.
- **PAS officials, General and Flag Officers (GOFO), SES officials, and their equivalents are given DoD precedence.**
 - Non-military officials do not retain the precedence associated with their position once vacated (except the Secretary of Defense who retains status as a former Presidential Cabinet member by protocol).
 - Precedence does NOT convey authority or responsibilities, especially among the civilian officials of the Department.****

* CMO is the lead for maintaining the Order of Precedence. Precedence is at the SD's discretion unless prescribed by law.

** Not all meetings of senior leaders are formal precedence meetings. For example, the membership of the Deputy's Management Action Group (DMAG) is composed of PAS and 4-star GOFO, however, the DMAG seating is determined by the DSD's preferences and the topic.

*** Code 1 is reserved for the President and heads of State/Reigning Royalty (e.g., the Queen of England, President of Russia).

**** There is no civilian equivalent of rank or the concept of "general military authority" of and between civilian officials.



Order of Precedence

Statutory Provisions

Condition	All Cases	All Cases	R&E Matters	Non-R&E Matters	A&S Matters	Non-A&S Matters	All Cases	All Cases	All Cases	All Cases	All Cases	All Cases	All Cases
SD	SD	SD	SD	SD	SD	SD	SD					SD	SD
DSD	DSD ¹	DSD	DSD	DSD	DSD	DSD	DSD					DSD	DSD
CMO		CMO	CMO	CMO	CMO	CMO	↑					↑	↑
MilDep Secretaries				Secs.		Secs.	Secs.					Secs.	Secs.
USD(AT&L) ²			↑ ⁵	↑	↑	↑	USD(AT&L)						
USD(R&E)			USD(R&E)	USD(R&E)	USD(R&E)								
USD(A&S)					USD(A&S) ⁶		↑ ⁷						
USD(P)							USD(P)	USD(P)				USDs	USDs
USD(C)								USD(C)	USD(C)				
USD(P&R)									USD(P&R)	USD(P&R)			
USD(I)										USD(I)			
DCMO ²												DCMO	DCMO
DUSDs												DUSDs	DUSDs
131(b)(4) ³												↑ ⁸	
CIO ⁴												(b)(4)	CIO
ASDs													(b)(4)
	DSD	CMO	USD(R&E)	USD(A&S)	USD(P)	USD(C)	USD(P&R)	USD(I)	DUSDs	CIO	ASDs		

Key: Officials (in blue) will take precedence after those shown in boxes above them (e.g., USD(P&R) takes precedence after USD(C); DUSDs take precedence after the SD, DSD, Secretaries of the Military Departments, USDs, and the DCMO).

Conditional Precedence: Some officials have variable precedence based upon whether the use of precedence concerns matters for which they have purview. In cases in which an official has purview (e.g., USD(A&S) for A&S matters), the conditions for precedence change (i.e., they have implied "higher" precedence).

Note: The provisions of title 10 require that officials "take precedence after" other officials. The provisions do NOT direct whether certain officials will take precedence before other officials (e.g., USD(P) takes precedence after the USD(AT&L), but the USD(P) could take precedence before the USD(R&E)). Moreover, the Department uses this flexibility to assign precedence for other officials within the Department (e.g., the CJCS takes precedence after the Secretaries of the Military Departments and before the USDs).

- (1) The DSD is the ONLY official in which the statute requires that the official take precedence IMMEDIATELY after another official (i.e., the DSD takes precedence IMMEDIATELY after the SD).
- (2) The USD(AT&L) and the DCMO have been eliminated.
- (3) There is only one official (the DCMO) in section 131(b)(4) of title 10, U.S.C. The intent of the law might have been to place the CIO and ASDs after the positions identified in 131(b)(5), formerly paragraph (4), which include the GC DoD, DOT&E, IG DoD, and DCAPE.
- (4) The CIO is a non-PAS official. The position will become PAS on January 1, 2019.
- (5) The provision technically states that the USD(R&E) will take precedence after the SD, DSD, and CMO for matter under the USD(R&E)'s purview. It does not require that the USD(R&E) take precedence BEFORE the Secretaries of the Military Departments (although this is believed to be the intent of the provisions and is how the Department will likely implement the provision).

- (6) Since in all cases the USD(A&S) takes precedence after the USD(R&E), there will be no circumstance in which the Secretaries of the Military Departments are not ahead of the USD(A&S); making the provision for the precedence for USD(A&S) for matters under the USD(A&S)'s purview a meaningless provision.
- (7) Since the current provision for USD(P) was not updated, the Department could, while still following the precedence provisions for the USD(R&E) and USD(A&S), place the USD(P) ahead of the USD(R&E) and USD(A&S).
- (8) The placement of the CIO and 131(b)(4) positions were based upon the implied order from the ASD precedence provision. They are currently placed ahead of the DUSDs. However, since the DCMO is the only 131(b)(4) position in the updated law, the CIO and 131(b)(4) positions should be placed ahead of the DUSDs.



ASDs

Background and Number

- **The ASD is one of the oldest PAS constructs in OSD (originally established in 1949). The ASD was the principal PAS construct (other than the SD and DSD) in OSD until the creation of USDs in 1977. Today, only ASD(LA) is a PSA.**
 - ASDs can be required by law (i.e., “prescribed”) or created at the discretion of the SD (i.e., “discretionary”); however all ASDs are Senate-confirmed (PAS) pursuant to title 10, U.S.C.
 - In general, the authority of an ASD can be described as a “broad authority for a narrower subject matter area” (e.g., Health Affairs).*
- **DoD is currently limited to 13 ASDs pursuant to section 138 of title 10, U.S.C., of which 3 are prescribed and 10 are discretionary.**
 - Over the last 20 years, the Department has had as few as 9 ASDs in 2001 (3 prescribed and 6 discretionary) and as many as 16 ASDs** in 2011 (9 prescribed and 7 discretionary).
 - The FY17 NDAA removed the prescription on 4 of the 5 ASDs in the Office of the USD(AT&L); taking the Department from 9 prescribed and 5 discretionary ASDs to 5 prescribed and 9 discretionary ASDs; the FY18 NDAA removed one ASD and removed prescription on two of the 5 prescribed ASDs.

Note on ASDs: In 2009, the Senate Armed Services Committee (SASC) Chairman Carl Levin expressed concerns about the establishment of non-PAS officials “each at a level that appears to be equivalent in authority and control to [PAS officials] ... without statutory authorization, without limitation, and without Senate confirmation.” He was concerned that the Department was bypassing Congressional oversight by giving “PAS-level authority” to incumbents outside the confirmation process. Since the SASC remains concerned about this issue, the Department should not attempt to create “ASD-equivalent” positions to bypass the statutory constraints on the number of ASDs (i.e., redesignate ASDs as something else to bypass the confirmation requirement without significantly changing the roles/authority of the position).

* Versus the USD construct which can be characterized as having a “broad authority for a broad subject area” (e.g., Personnel and Readiness (P&R)). Since its establishment in 1977, the USD has been recognized as the most senior type of official in OSD (other than the SD and DSD). All USDs are prescribed in law (i.e., there are no “discretionary USDs”). Of note: from 1972 through 1977, the Department had two DSDs. The second DSD was eliminated with the creation of the USD construct in 1977.

** The peak in 2011 was a result of the elimination of PAS Deputy USDs (DUSDs) and the standardization of all the PAS subordinate officials under the USD(AT&L) to ASDs (through the redesignation of the Director of Defense Research and Engineering (DDR&E), Assistant to the Secretary of Defense (ATSD) for Nuclear, Chemical, and Biological Defense Programs, and Director of Operational Energy Plans and Programs (DOEP&P) to ASDs) and the request for an additional ASD for Readiness and Force Management (R&FM) in the Office of the USD(P&R).

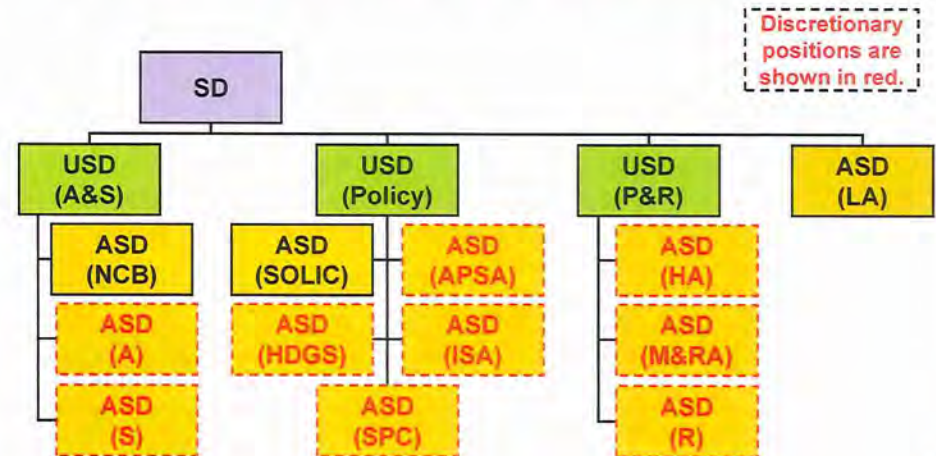
ASD History and OSD Placement 2000-2019

	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19										
Principal Staff Assistants	ASD(LA)																													
	ASD(C3I)										ASD(NII) --> CIO ¹																			
OUSD (Acquisition & Sustainment)	ATSD(NCB)										ASD(NCB)																			
	DUSD(Acquisition and Technology)										ASD(Acquisition)																			
	DUSD(L&MR)										ASD(L&MR)					ASD(L&MR)					ASD(S)									
											DOEP&P					ASD(OEP&P)					ASD(EI&E)					ASD(EI&E) --> ASD(S) ²				
											DDR&E					ASD(R&E)					ASD(R&E) --> OUSD(R&E) ²									
																					ASD(S)									
OUSD (Policy)	ASD(SOLIC)																													
											ASD(HD)										ASD(HDGS)									
	ASD(ISA)																													
											DUSD(SPF) ¹ -->										ASD(SPC)									
OUSD (Personnel & Readiness)	ASD(STR)										ASD(International Security Programs)										ASD(Global Security Affairs)									
											ASD(Reserve Affairs)										ASD(M&RA)					ASD(M&RA)				
	ASD(FMP)										Various DUSDs ¹ -->										ASD(R&FM)					ASD(HA)				
																					ASD(Readiness)									
Total ASDs	9	9	9	9	9	9	9	9	9	10	10	12 ³	16 ³	16	14	14	14	14	14	13 ⁴	13 ⁵									
Prescribed	3	3	3	4	4	4	4	4	4	4	4	6	9	9	9	9	9	9	5	3	3									
Discretionary	6	6	6	5	5	5	5	5	5	6	6	6	7	7	5	5	5	5	9	10	9									

Historically, the AT&L substructure was prescribed in law

While discretionary, the ASD(ISA) is the oldest ASD in OUSD(P) (Est. 1953)

- (1) Reflects prior or subsequent ASD-to-non-PAS and non-PAS-to-ASD changes.
- (2) Effective July 13, 2018, ASD(L&MR) and ASD(EI&E) were merged into the ASD(S) and the functions of the ASD(R&E) were transferred into the Office of the USD(R&E) and the ASD(R&E) was eliminated.
- (3) The redesignation of the PAS officials in the FY10 and FY11 NDAAs, while showing an increase to the number of ASDs, did NOT result in a net increase to PAS since the new ASDs already existed as PAS officials.
- (4) Reflects changes implemented in section 907 of the FY18 NDAA (Public Law 115-91) effective December 12, 2017. The reduction to 13 ASDs was effectuated on July 13, 2018.
- (5) The 13th ASD allocation has not been utilized yet.



Discretionary positions are shown in red.



DoD EA vs CCSA Background

- Pursuant to DoDD 5101.1, a **DoD Executive Agent (DoD EA)*** is the assignment of the authority of the SD to the head of a DoD Component, with oversight by an OSD PSA.
 - Only used when no other arrangement exists that can support the requirement (e.g., MOU, host-tenant agreement, simple assignment of authority).
 - The authority should not be used when there is a logical alignment of statutory or chartered responsibilities (e.g., logistics with DLA, maritime matters with the Department of the Navy).
 - The authority must be codified in a SD issuance (SD memo or DoDD) with specific guidance on responsibilities and authorities.
 - Importantly, the designation of a DoD EA alone conveys **NO authorities or responsibilities**.
- Pursuant to DoDD 5100.03, a **Combatant Command Support Agent (CCSA)** is the assignment to the Secretary of a Military Department the responsibility to provide administrative and logistical support to the headquarters of a CCMD. The CCSA responsibility **conveys no authority** to the Secretary involved to direct the activities of the CCMD.

Current CCSA Assignments

Command	CCSA
HQ U.S. Africa Command	Secretary of the Army
HQ U.S. Central Command	Secretary of the Air Force
HQ U.S. Cyber Command	Secretary of the Air Force
HQ U.S. Element, NORAAD	Secretary of the Air Force
HQ U.S. European Command	Secretary of the Army
HQ U.S. Northern Command	Secretary of the Air Force
HQ U.S. Pacific Command	Secretary of the Navy
HQ U.S. Forces Korea	Secretary of the Army
HQ U.S. Forces Japan	Secretary of the Navy
HQ Alaskan Command	Secretary of the Navy
HQ U.S. Southern Command	Secretary of the Army
HQ U.S. Special Operations Cmd	Secretary of the Air Force
HQ SOC Africa	Secretary of the Army
HQ SOC Central	Secretary of the Air Force
HQ SOC Europe	Secretary of the Army
HQ SOC Korea	Secretary of the Army
HQ SOC Pacific	Secretary of the Navy
HQ SOC South	Secretary of the Army
JSOC	Secretary of the Army
HQ U.S. Strategic Command	Secretary of the Air Force
HQ U.S. Transportation Command	Secretary of the Air Force

* Not to be compared or confused with an Army EA. A DoD EA is about authority; an Army EA is about responsibility to provide administrative support (predominately, the "bill payer").



Acting vs. PTDO Background

- **Acting Official***: Official that may perform all of the duties of a PAS position.
- **Performing the Duties of (PTDO)****: Official who may perform all of the duties of the PAS position concerned, except those duties, if any, that qualify as “statutory” for the purposes of the Federal Vacancy Reform Act of 1998, as amended (VRA) (section 151 of P.L.105-277; 5 USC 3301 note).
 - A “statutory” duty, also known as an “exclusive” duty, is one that by law or regulation may only be performed by the PAS Officer concerned or someone who is serving in an “Acting” capacity for the PAS Officer. Such matters may be acted upon only by the SD or Acting SD.
 - Except for the SD, most PAS positions in DoD do not have any “statutory” duties (e.g., in general, there is no functional difference between an Acting or PTDO official in PAS position below the SD/DSD**).
- OoS for the SD and Secretaries of the MilDepts are addressed in EOs. All other PAS officials may promulgate their own OoS memos, but, by policy, must include at least one career SES***.
- Pursuant to the VRA, the First Assistant to a PAS position automatically becomes the Acting PAS official**** when a vacancy occurs.
 - Alternatively, the President may identify an individual to serve as the Acting Official if that person:
 - Is a PAS official in another position or agency, or
 - Is a GS-15 or above who has served within that agency for at least 90 days of the year preceding the vacancy.
 - A person may serve as the Acting official for 210 days
 - Extended by 90 days during a Presidential transition.
 - Extended indefinitely while a nomination submitted to the Senate is pending action.

* There is no formal requirement for the determination of an “Acting” official for non-PAS positions (e.g., Director of Net Assessment, DASDs).

** However, generally, a PTDO official may only use the letterhead of the Office of the PAS position not the letterhead of the PAS position itself.

*** Inclusion of a career SES predominately addresses continuity during change of Administrations when PAS and non-career/political SESs are gone.

**** A First Assistant must have served at least 90 days in the preceding year as First Assistant to be able to serve as the Acting official.



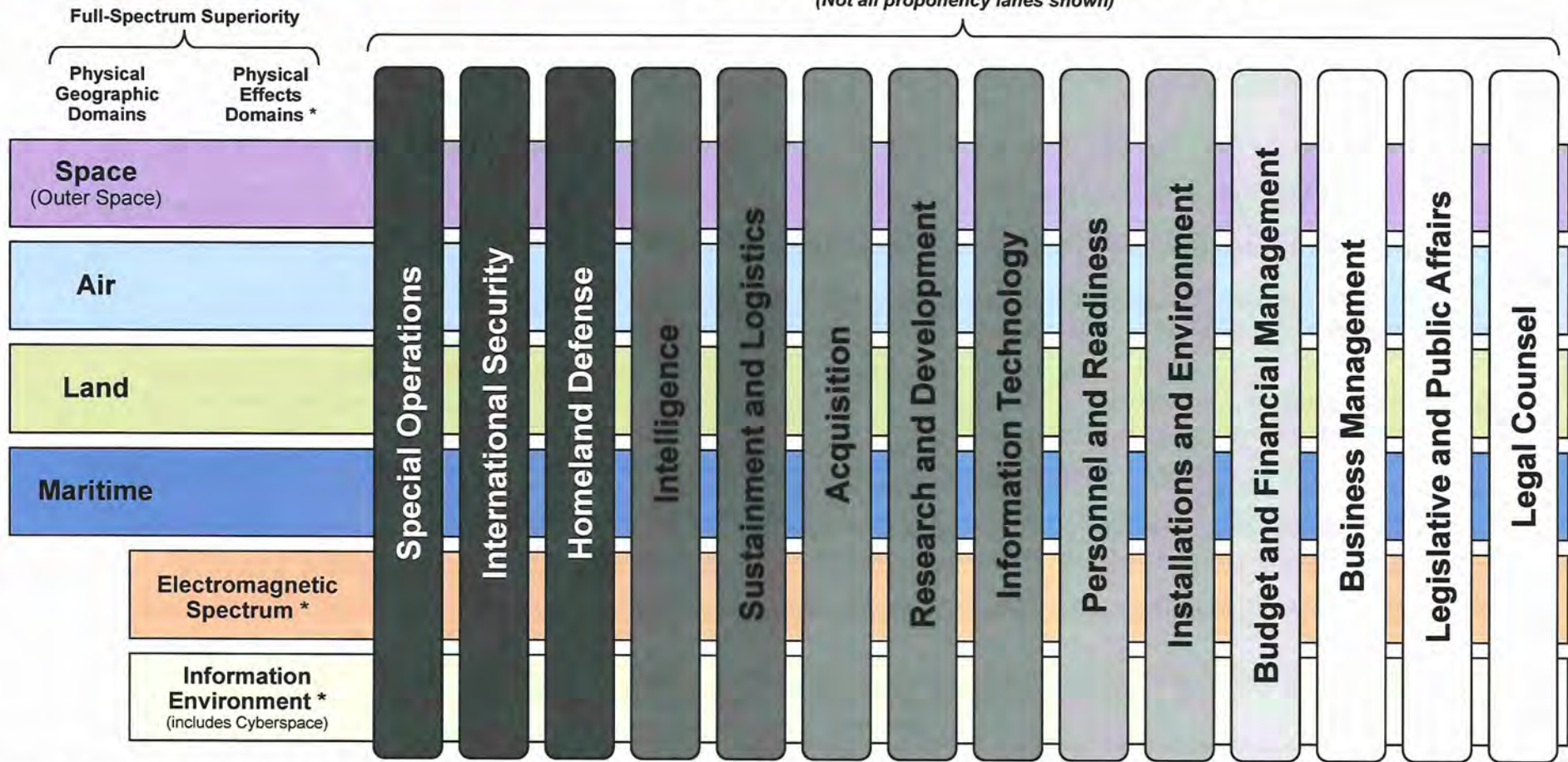
Physical Domains versus Policy Domains

Multidomain Battlespace vs Policy Proponency

Space issues cut across multiple statutory and discretionary proponency domains (e.g., Acquisition, Intelligence, Informational Technology).

The Department has never had a single exclusive OSD proponent for a single physical domain.** Policy proponency generally integrates effects across all physical domains.

Statutory and Discretionary Policy Development and Mission Oversight Domains ("Policy Proponency")
(Not all proponency lanes shown)



* Physical Manifestations of Capabilities and Effects

full-spectrum superiority — The cumulative effect of dominance in the air, land, maritime, and space domains, electromagnetic spectrum, and information environment (which includes cyberspace) that permits the conduct of joint operations without effective opposition or prohibitive interference. (DoD Dictionary of Military and Associated Terms; August 2018)

** The closest the Department came to a single official for Space matters was the short lived Deputy Under Secretary of Defense (DUSD) for Space Acquisition and Technology Programs (commonly referred to as the "DUSD for Space"). Established in December 1994, and disestablished in 1997 during the Defense Reform Initiatives, the DUSD(Space) was assigned responsibility for space acquisition and technology programs and space intelligence activities and reported to the USD(A&T).

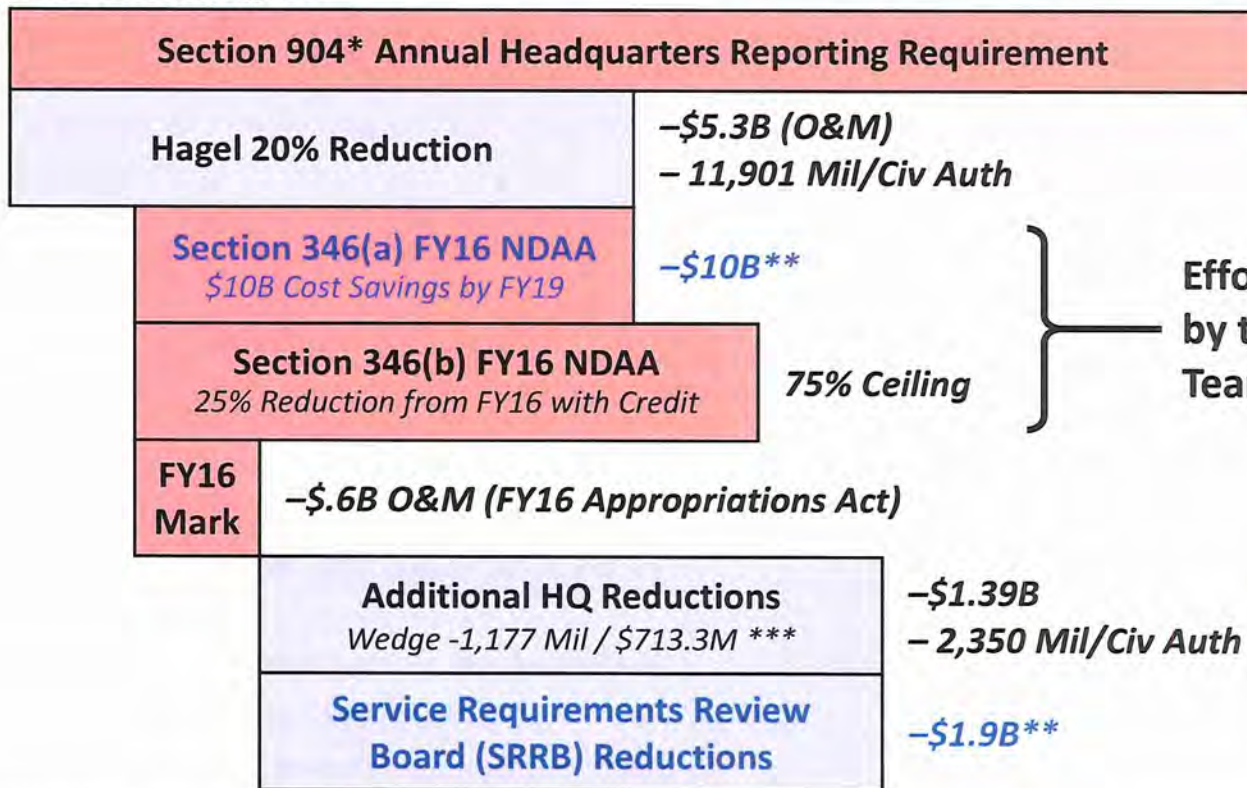


MHA Background

Statutory and Discretionary Headquarters Activities

FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
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← Previous reduction efforts



* Section 904 of the FY14 NDAA was a compromise negotiated by then-Deputy Secretary Carter in December 2013 as a counter to a Senate provision which would have directed a \$100B reduction to headquarters (\$10B/yr for 10 years)

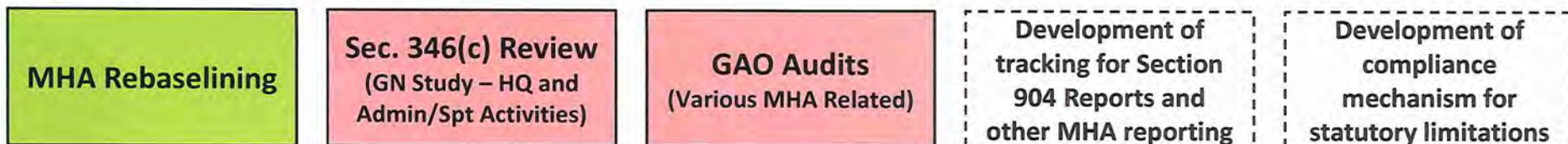
Efforts being addressed by the Efficiency Issue Team in PBR18

Type
 Statutory
 Discretionary
 Foundational

** Not all MHA Reductions (includes other non-MHA efficiency efforts)

*** Military Authorization wedge is to OSD, JS, CCMDs, and DAFA; TOA wedge to MilDeps and CCMDs

Other MHA efforts:





MHA Background

Statutory Definition

- **Section 346(b) of the FY16 NDAA establishes a statutory definition of MHA:**
 - The language provides for an organizational basis for a revised MHA framework.
 - Organizations fall into three categories:
 - **All In (blue box on next page)** – e.g., OSD and Joint Staff.
 - **Must be evaluated (gray boxes on next page)** to determine Headquarters (HQ) Elements and non-HQ Elements.
 - **May be excluded organizationally (tan boxes on next page)** – If not excluded, then a determination is made on HQ and non-HQ Elements.
 - Components will compile and report data on their HQ and non-HQ Elements to be validated for their new baselines.
- **The DSD has approved the *framework* for determining the HQ/non-HQ Elements within MHA in his August 24, 2015, memorandum (see framework on next page).**

MAJOR DEPARTMENT OF DEFENSE HEADQUARTERS ACTIVITIES DEFINED.—In this subsection, the term “major Department of Defense headquarters activities” means the following:

(A) Each of the following organizations:

- (i) The Office of the Secretary of Defense and the Joint Staff.
- (ii) The Office of the Secretary of the Army and the Army Staff.
- (iii) The Office of the Secretary of the Navy, the Office of the Chief of Naval Operations, and Headquarters, Marine Corps.
- (iv) The Office of the Secretary of the Air Force and the Air Staff.
- (v) The Office of the Chief, National Guard Bureau, and the National Guard Joint Staff.

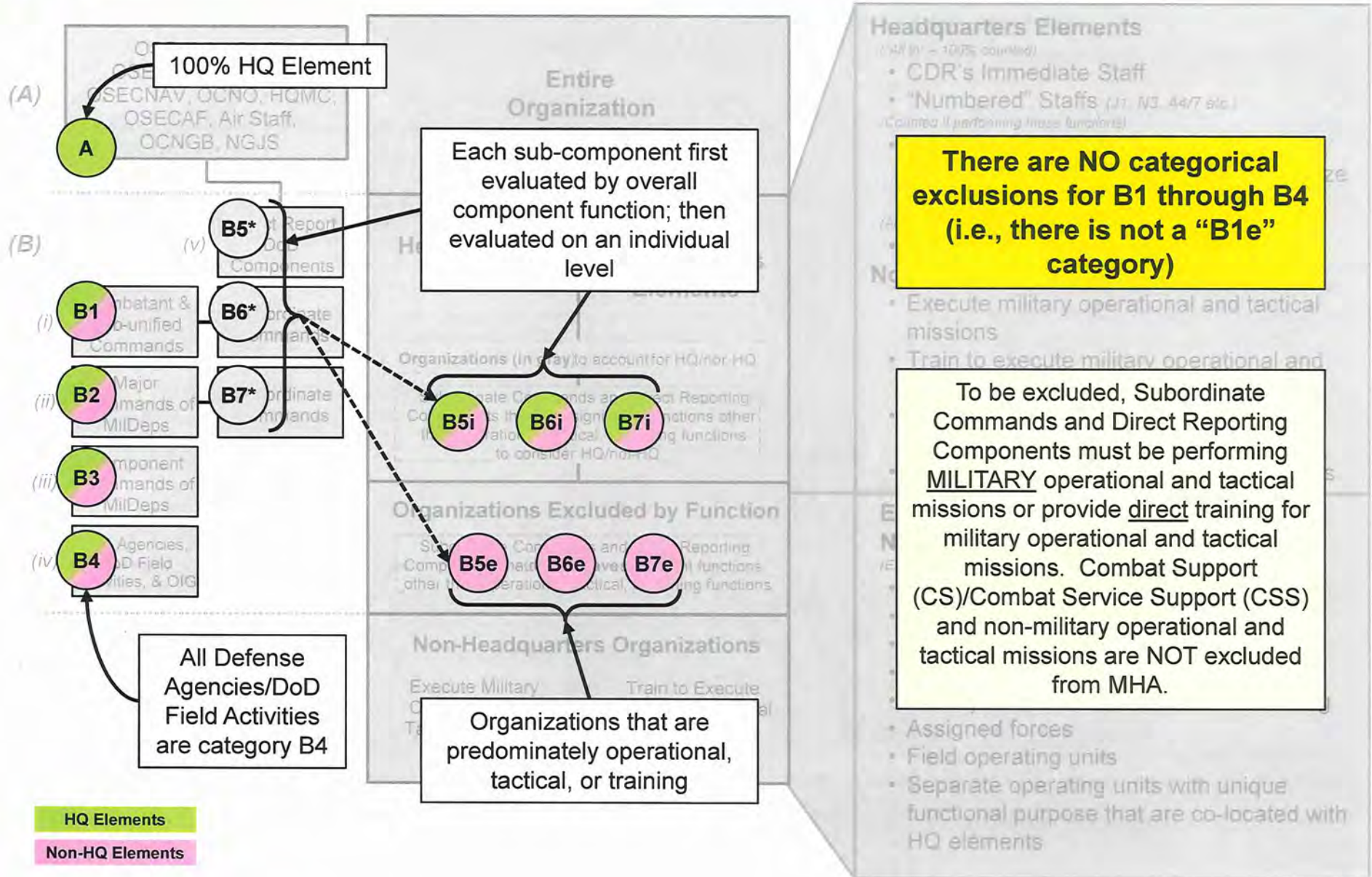
(B)(i) Except as provided in clause (ii), headquarters elements of each of the following:

- (I) The combatant commands, the sub-unified commands, and subordinate commands that directly report to such commands.
- (II) The major commands of the military departments and the subordinate commands that directly report to such commands.
- (III) The component commands of the military departments.
- (IV) The Defense Agencies, the Department of Defense field activities, and the Office of the Inspector General of the Department of Defense.
- (V) Department of Defense components that report directly to the organizations specified in subparagraph (A).

(ii) Subordinate commands and direct-reporting components otherwise described in clause (i) that do not have significant functions other than operational, operational intelligence, or tactical functions, or training for operational, operational intelligence, or tactical functions, are not headquarters elements for purposes of this subsection.



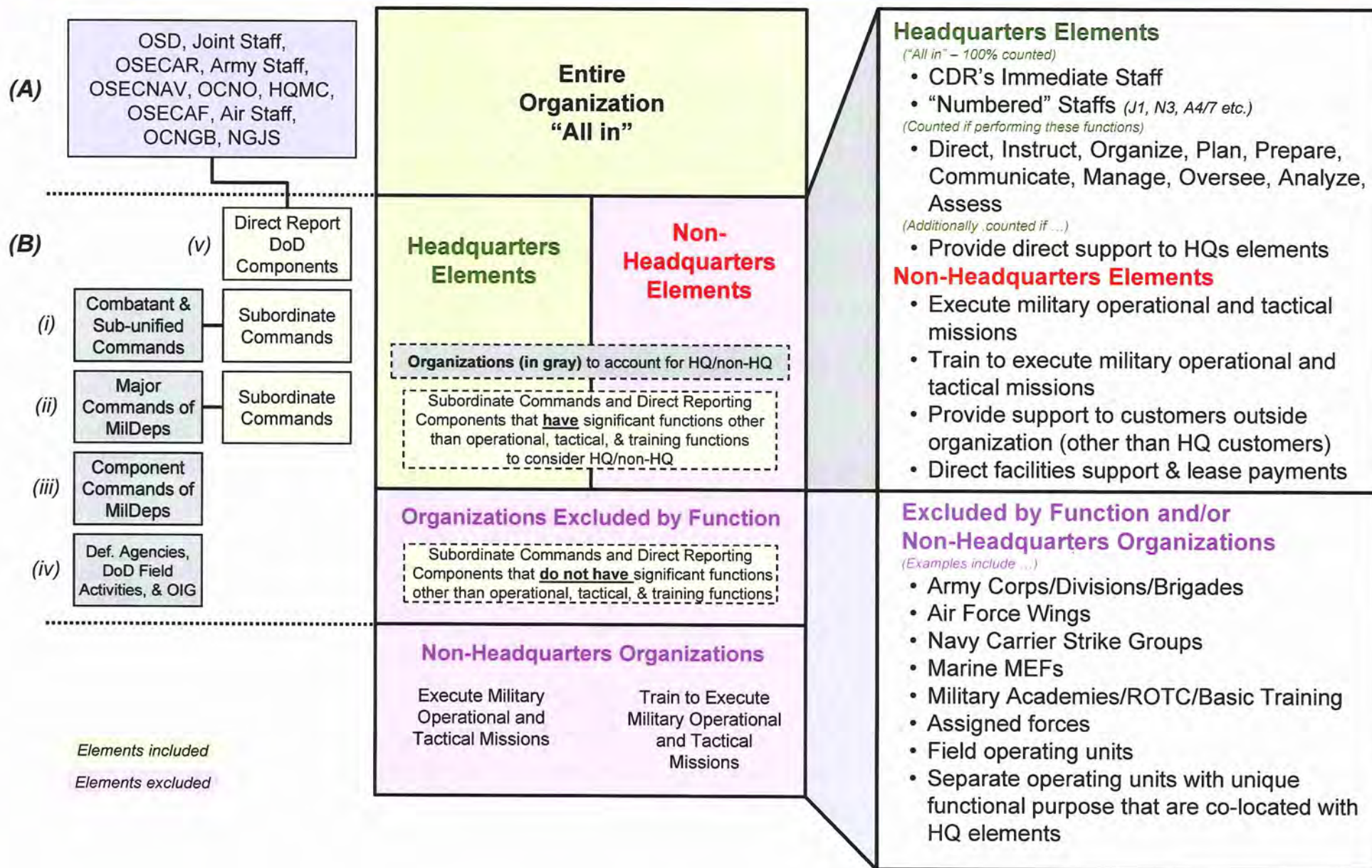
MHA Background Categorization





MHA Background

Deputy Secretary Approved Manpower Framework





MHA Background

Deputy Secretary Approved TOA Framework

Category		Workforce Costs		Mission Funds	Funding Oversight	
		Military & Civilian	Service Support Contracts	Core Mission, Admin, Training, Support, IT, & Reimbursable Svc	Studies, Analysis, & Decision Support	Programs & Program Management*
A	OSD, JS MilDep/ Svc HQ OCNGB/JS	All	All	All		HQ*: Program Mgmt Non-HQ*: Program Funds
B1	CCMD & Subunified CMDs	HQ: Manpower cost for military and direct funded civilian designated as HQ (Comp & Benefits)	HQ: SSC supporting HQ activities	HQ: Funds supporting HQ activities	HQ: Studies, Analysis, & Decision Support supporting HQ activities	
B2	Major CMDs of MilDeps					Non-HQ*: Military operational, operational intelligence, and tactical programs
B3	Component CMDs of MilDeps					and Scientific, applied research, demonstrations, & prototyping programs
B4	DAFA & OIG	Non-HQ: Manpower cost for military and civilian designated as non-HQ	Non-HQ: SSC supporting non-HQ activities	Non-HQ: Funds supporting non-HQ Activities	Non-HQ: Studies, Analysis, & Decision Support supporting Non-HQ Activities	
B5	Direct Report & Subordinate CMDs					
B6						
B7						

Headquarters Funding

- Military, Civilian, Contractor Costs
- Mission/Support Funds (includes reimbursement paid to another Component)
- Program management executed out of a HQ Element

(Oversight funds if used for any of the following activities)

- Direct, Instruct, Organize, Plan, Prepare, Communicate, Manage, Oversee, Analyze, Assess

Non-Headquarters Funding

- Funding for military operational, operational intelligence, and military tactical mission execution (or training for these activities)
- Program execution
- Reimbursable funds received by a Component
- Scientific, applied research, demonstrations, & prototyping programs
- Base Operating Support (BOS) Costs

Summary:

- Category A: All Workforce, Mission, Studies, and Program Management funds; excluding military operational, operational intelligence, tactical, scientific, applied research, demo, prototyping
- Category B: HQ Workforce, Mission, and Studies

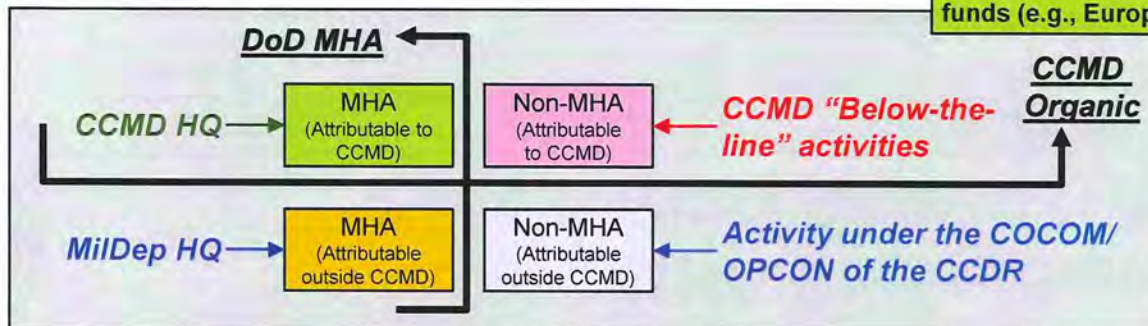
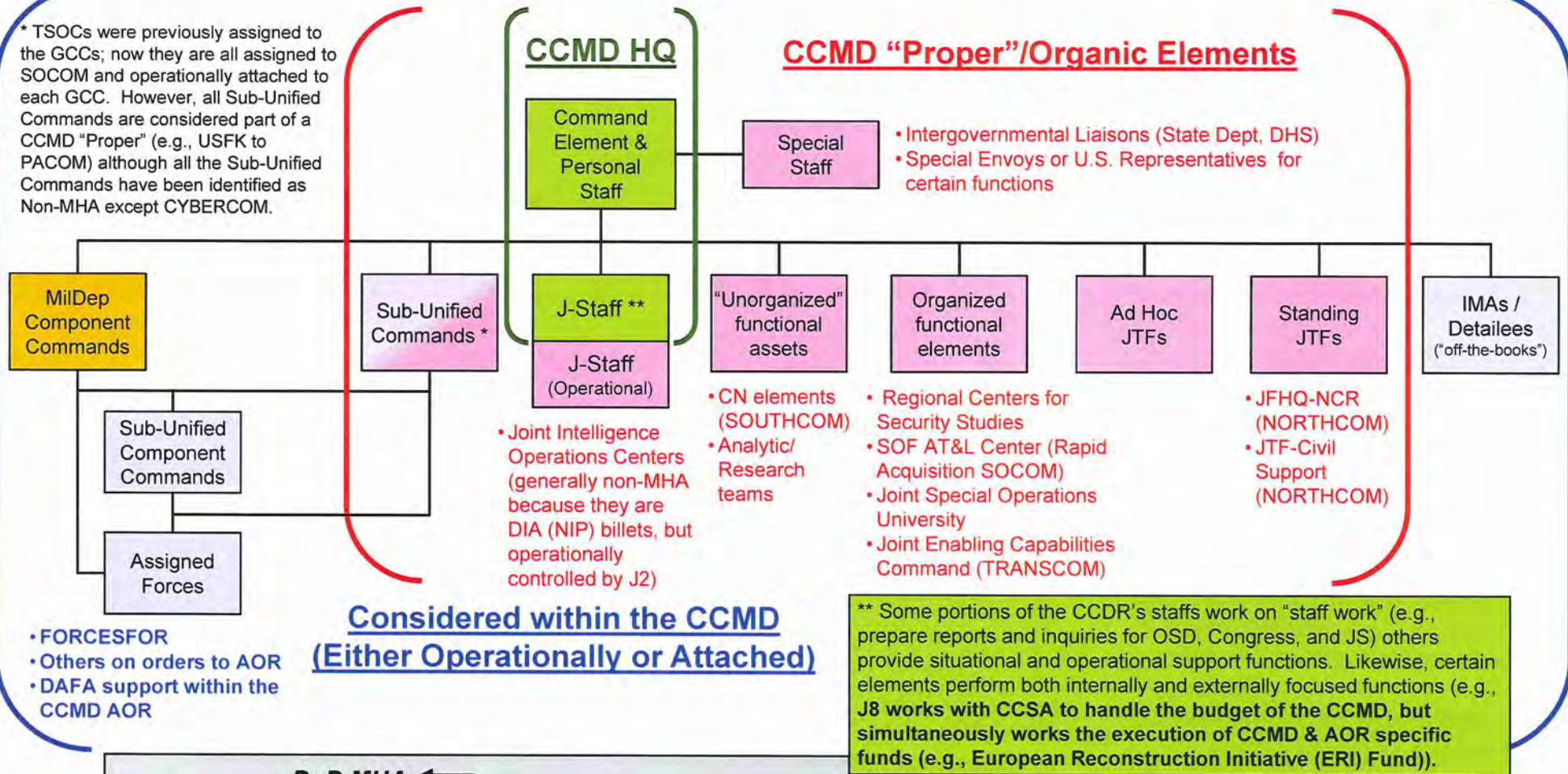
**All appropriations: including O&M, RDT&E, Procurement (type of appropriation does not automatically exclude a function).*



MHA Background

CCMD Generic Organizational Structure

* TSOCs were previously assigned to the GCCs; now they are all assigned to SOCOM and operationally attached to each GCC. However, all Sub-Unified Commands are considered part of a CCMD "Proper" (e.g., USFK to PACOM) although all the Sub-Unified Commands have been identified as Non-MHA except CYBERCOM.



Federated pattern of activity that requires a high level of integration

Six commanders have specific mission objectives for their geographical areas of responsibility:



United States Africa Command



United States Central Command



United States European Command



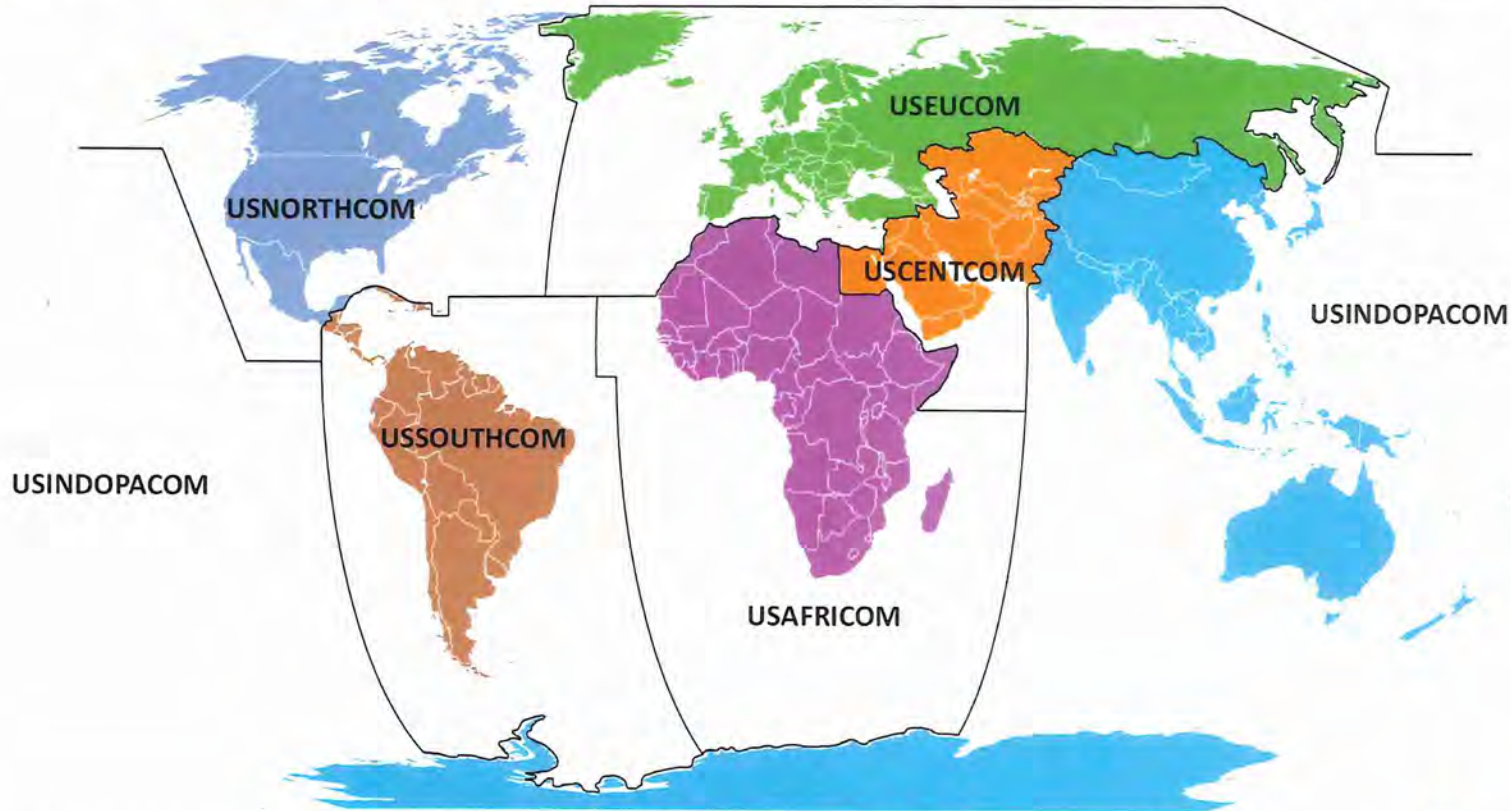
United States Indo-Pacific Command



United States Northern Command



United States Southern Command



Four commanders have worldwide mission responsibilities, each focused on a particular function:



United States Cyber Command



United States Special Operations Command



United States Strategic Command



United States Transportation Command



MHA Background

Organizations by MHA Category (FY16 Baseline)

Category A – DoD Headquarters		
OSD	Office of the Secretary of Defense	PAS
JS	The Joint Staff	4-star
NGB	Office of the CNGB/NG Joint Staff	4-star
ARMY	Office of the Secretary of the Army	PAS
ARMY	The Army Staff	4-star
DON	Office of the Secretary of the Navy	PAS
NAVY	Office of the Chief of Naval Operations	4-star
USMC	Headquarters, Marine Corps	4-star
AF	Office of the Secretary of the Air Force	PAS
AF	The Air Staff	4-star

B4 – Defensewide Headquarters		
OIG	Office of the Inspector General of DoD	PAS
DA	Defense Advanced Research Projects Agency (DARPA)	SES
DA	Defense Contract Audit Agency (DCAA)	SES
DA	Defense Commissary Agency (DeCA)	SES
DA	Defense Finance and Accounting Agency (DFAS)	SES
DA	Defense Legal Services Agency (DLSA)	PAS
DA	Defense POW/MIA Accounting Agency (DPAA)	SES
DA	Defense Security Cooperation Agency (DSCA)	SES
DA	Defense Security Service (DSS)	SES
DA	Missile Defense Agency (MDA)	3-star
DA	National Reconnaissance Office (NRO)	SES
DA	Pentagon Force Protection Agency (PFPA)	SES
DA/CS	Defense Contract Management Agency (DCMA)(CSA)	3-star
DA/CS	Defense Health Agency (DHA)(CSA)	SES
DA/CS	Defense Intelligence Agency (DIA)(CSA)	3-star
DA/CS	Defense Information Systems Agency (DISA)(CSA)	3-star
DA/CS	Defense Logistics Agency (DLA)(CSA)	3-star
DA/CS	Defense Threat Reduction Agency (DTRA)(CSA)	SES
DA/CS	National Geospatial-Intelligence Agency (NGA)(CSA)	SES
DA/CS	National Security Agency/Central Security Service (NSA/CSS)(CSA)	4-star
FA	DoD Human Resources Activity (DoDHRA)	SES
FA	Defense Media Activity (DMACT)	SES
FA	DoD Education Activity (DoDEA)	SES
FA	Defense Technical Information Center (DTIC)	SES
FA	Defense Technology Security Administration (DTSA)	SES
FA	Office of Economic Adjustment (OEA)	SES
FA	DoD Test Resource Management Center (DTRMC)	SES
FA	Washington Headquarters Services (WHS)	SES

Category B1 – Combatant Command Headquarters		
CCMD	US Africa Command (AFRICOM)	4-star
CCMD	US Central Command (CENTCOM)	4-star
CCMD	US European Command (EUCOM)	4-star
CCMD	US Northern Command (NORTHCOM)	4-star
CCMD	US Pacific Command (PACOM)	4-star
CCMD	US Southern Command (SOUTHCOM)	4-star
CCMD	US Special Operations Command (SOCOM)	4-star
CCMD	US Strategic Command (STRATCOM)	4-star
CCMD	US Transportation Command (TRANSCOM)	4-star
SCMD	US Cyber Command (CYBERCOM)(STRATCOM)	4-star
SCMD	US Forces Korea (USFK)(PACOM)	4-star
SCMD	US Forces Japan (USFJ)(PACOM)	3-star
SCMD	Alaskan Command (ALCOM)(NORTHCOM)	3-star
SCMD	Joint SOC (JSOC)(SOCOM)	3-star
SCMD	SOC Africa (SOCAFRICA)(SOCOM)	1-star
SCMD	SOC Central (SOCCENT)(SOCOM)	2-star
SCMD	SOC Europe (SOCEUR)(SOCOM)	2-star
SCMD	SOC Korea (SOCKOR)(SOCOM)	1-star
SCMD	SOC, North (SOCNORTH)(SOCOM)	2-star
SCMD	SOC Pacific (SOCPAC)(SOCOM)	2-star
SCMD	SOC South (SOCSOUTH)(SOCOM)	1-star

Category B2 – Major Command Headquarters		
ARMY	US Army Training & Doctrine Command (TRADOC)	4-star
ARMY	US Army Forces Command (FORSCOM)	4-star
ARMY	US Army Materiel Command (AMC)	4-star
ARMY	US Army Pacific (USARPAC)(PACOM)	4-star
NAVY	US Fleet Forces Command (USFF) (NORTHCOM)(STRATCOM)	4-star
NAVY	US Pacific Fleet (CPF)(PACOM)	4-star
NAVY	US Naval Forces Europe/Africa (AFRICOM/EUCOM)	4-star
NAVY	Naval Nuclear Propulsion Program (DoE)	4-star
USMC	Marine Forces Command (MARFORCOM)	3-star
USMC	Marine Forces Reserve/Northern Cmd (NORTHCOM)	3-star
AF	Air Combat Command (ACC)	4-star
AF	Air Education and Training Command (AETC)	3-star
AF	AF Global Strike Command (AFGSC)(STRATCOM)	4-star
AF	AF Material Command (AFMC)	4-star
AF	AF Reserve Command (AFRC)	3-star
AF	AF Space Command (AFSPC)(STRATCOM)	4-star
AF	AF Special Operations Command (AFSOC)(SOCOM)	3-star
AF	Air Mobility Command (AMC)(TRANSCOM)	4-star
AF	Pacific Air Force (PACAF)(PACOM)	4-star
AF	US Air Forces in Europe/Africa (USAFE/AFAFRICA) (AFRICOM/EUCOM)	4-star

Category B3 – Component Headquarters		
ARMY	US Army Africa (USARAF)(AFRICOM)	2-star
ARMY	US Army Cyber (ARCYBER)/2nd Army (CYBERCOM)	3-star
ARMY	US Army Central (ARCENT)/3rd Army (CENTCOM)	3-star
ARMY	US Army North (ARNORTH)/5th Army (NORTHCOM)	3-star
ARMY	US Army South (ARSOUTH)/6th Army (SOUTHCOM)	2-star
ARMY	US Army Europe (USAREUR)/7th Army (EUCOM)	3-star
ARMY	8th Army (EUSA)(USFK)	3-star
ARMY	US Army Japan (USARJ)(USFJ)	2-star
ARMY	US Army Alaska (USARAK)(ALCOM)	2-star
ARMY	US Army Space & Missile Defense Cmd/Army Forces Strategic Cmd (SMDC/ARSTRAT)(STRATCOM)	3-star
ARMY	US Army Special Operations Command (USASOC)(SOCOM)	3-star
ARMY	US Army Military Surface Deployment and Distribution Command (SDDC)(TRANSCOM)	2-star
ARMY	US Army Reserve Command (USARC)	3-star
NAVY	US Naval Forces Japan (CNFJ)(USFJ)	2-star
NAVY	US Naval Forces Korea (CNFK)(USFK)	1-star
NAVY	US Naval Forces Southern Command (NAVSO)/4th Fleet (SOUTHCOM)	2-star
NAVY	US Naval Forces Central Command (NAVCENT)/5th Fleet (CENTCOM)	3-star
NAVY	US Fleet Cyber Command (FCC)/10th Fleet (CYBERCOM)	3-star
NAVY	Naval Special Warfare Command (NSW)(SOCOM)	2-star
NAVY	Military Sealift Command (MSC)(TRANSCOM)	2-star
USMC	Marine Forces Central Command (MARCENT)(CENTCOM)	3-star
USMC	Marine Forces Cyber Command (MARFORCYBER)(CYBERCOM)	2-star
USMC	Marine Forces Europe & Africa (MARFOREUR/AF)(AFRICOM/EUCOM)	2-star
USMC	Marine Forces Korea (MARFOR-K)(USFK)	2-star
USMC	US Marine Corps Forces, Pacific (MARFORPAC)(PACOM)	3-star
USMC	US Marine Corps Forces, South (MARFORSOUTH)(SOUTHCOM)	1-star
USMC	Marine Forces Special Operations Command (MARSOC)(SOCOM)	2-star
USMC	Marine Forces Strategic Command (MARFORSTRAT)(STRATCOM)	3-star
AF	5th Air Force (Japan)(USFJ-Dual-hat)	3-star
AF	7th Air Force (USFK)	3-star
AF	11th Air Force (ALCOM-Dual-hat)	3-star
AF	US Air Forces Central Command (AFCENT)(CENTCOM)	3-star
AF	1st Air Force/Air Forces Northern (AFNORTH)(NORTHCOM)	3-star
AF	12th Air Force/Air Forces Southern (AFSOUTH)(SOUTHCOM)	3-star
AF	24th Air Force/Air Forces Cyber (AFCYBER)(CYBERCOM)	2-star



MHA Background

MHA Organizations by Component (FY16 Baseline)

DoD and Defensewide		
DOD HQ	Office of the Secretary of Defense	PAS
DOD HQ	The Joint Staff	4-star
DOD HQ	Office of the CNGB/NG Joint Staff	4-star
DW	Office of the Inspector General of DoD	PAS
DW	Defense Advanced Research Projects Agency (DARPA)	SES
DW	Defense Contract Audit Agency (DCAA)	SES
DW	Defense Commissary Agency (DeCA)	SES
DW	Defense Finance and Accounting Agency (DFAS)	SES
DW	Defense Legal Services Agency (DLSA)	PAS
DW	Defense POW/MIA Accounting Agency (DPAA)	SES
DW	Defense Security Cooperation Agency (DSCA)	SES
DW	Defense Security Service (DSS)	SES
DW	Missile Defense Agency (MDA)	3-star
DW	National Reconnaissance Office (NRO)	SES
DW	Pentagon Force Protection Agency (PFPA)	SES
DW	Defense Contract Management Agency (DCMA)(CSA)	3-star
DW	Defense Health Agency (DHA)(CSA)	SES
DW	Defense Intelligence Agency (DIA)(CSA)	3-star
DW	Defense Information Systems Agency (DISA)(CSA)	3-star
DW	Defense Logistics Agency (DLA)(CSA)	3-star
DW	Defense Threat Reduction Agency (DTRA)(CSA)	SES
DW	National Geospatial-Intelligence Agency (NGA)(CSA)	SES
DW	Nationa Security Agency/Central Security Service (NSA/CSS)(CSA)	4-star
DW	DoD Human Resources Activity (DoDHRA)	SES
DW	Defense Media Activity (DMACT)	SES
DW	DoD Education Activity (DoDEA)	SES
DW	Defense Technical Information Center (DTIC)	SES
DW	Defense Technology Security Administration (DTSA)	SES
DW	Office of Economic Adjustment (OEA)	SES
DW	DoD Test Resource Management Center (DTRMC)	SES
DW	Washington Headquarters Services (WHS)	SES

Combatant and Subunified Commands		
CCMD	US Africa Command (AFRICOM)	4-star
CCMD	US Central Command (CENTCOM)	4-star
CCMD	US European Command (EUCOM)	4-star
CCMD	US Northern Command (NORTHCOM)	4-star
CCMD	US Pacific Command (PACOM)	4-star
CCMD	US Southern Command (SOUTHCOM)	4-star
CCMD	US Special Operations Command (SOCOM)	4-star
CCMD	US Strategic Command (STRATCOM)	4-star
CCMD	US Transportation Command (TRANSCOM)	4-star
SCMD	US Cyber Command (CYBERCOM)(STRATCOM)	4-star
SCMD	US Forces Korea (USFK)(PACOM)	4-star
SCMD	US Forces Japan (USFJ)(PACOM)	3-star
SCMD	Alaskan Command (ALCOM)(NORTHCOM)	3-star
SCMD	Joint SOC (JSOC)(SOCOM)	3-star
SCMD	SOC Africa (SOCAFRICA)(SOCOM)	1-star
SCMD	SOC Central (SOCCENT)(SOCOM)	2-star
SCMD	SOC Europe (SOCEUR)(SOCOM)	2-star
SCMD	SOC Korea (SOCKOR)(SOCOM)	1-star
SCMD	SOC, North (SOCNORTH)(SOCOM)	2-star
SCMD	SOC Pacific (SOCPAC)(SOCOM)	2-star
SCMD	SOC South (SOCSOUTH)(SOCOM)	1-star

Department of the Army		
DOD HQ	Office of the Secretary of the Army	PAS
DOD HQ	The Army Staff	4-star
MAJCOM	US Army Training & Doctrine Command (TRADOC)	4-star
MAJCOM	US Army Forces Command (FORSCOM)	4-star
MAJCOM	US Army Materiel Command (AMC)	4-star
MAJCOM	US Army Pacific (USARPAC)(PACOM)	4-star
SVC COMP	US Army Africa (USARAF)(AFRICOM)	2-star
SVC COMP	US Army Cyber (ARCYBER)/2nd Army (CYBERCOM)	3-star
SVC COMP	US Army Central (ARCENT)/3rd Army (CENTCOM)	3-star
SVC COMP	US Army North (ARNORTH)/5th Army (NORTHCOM)	3-star
SVC COMP	US Army South (ARSOUTH)/6th Army (SOUTHCOM)	2-star
SVC COMP	US Army Europe (USAREUR)/7th Army (EUCOM)	3-star
SVC COMP	8th Army (EUSA)(USFK)	3-star
SVC COMP	US Army Japan (USARJ)(USFJ)	2-star
SVC COMP	US Army Alaska (USARAK)(ALCOM)	2-star
SVC COMP	US Army Space & Missile Defense Cmd (SMDC)/ Army Forces Strategic Command (ARSTRAT)(STRATCOM)	3-star
SVC COMP	US Army Special Operations Command (USASOC)(SOCOM)	3-star
SVC COMP	US Army Military Surface Deployment and Distribution Command (SDDC)(TRANSCOM)	2-star
SVC COMP	US Army Reserve Command (USARC)	3-star

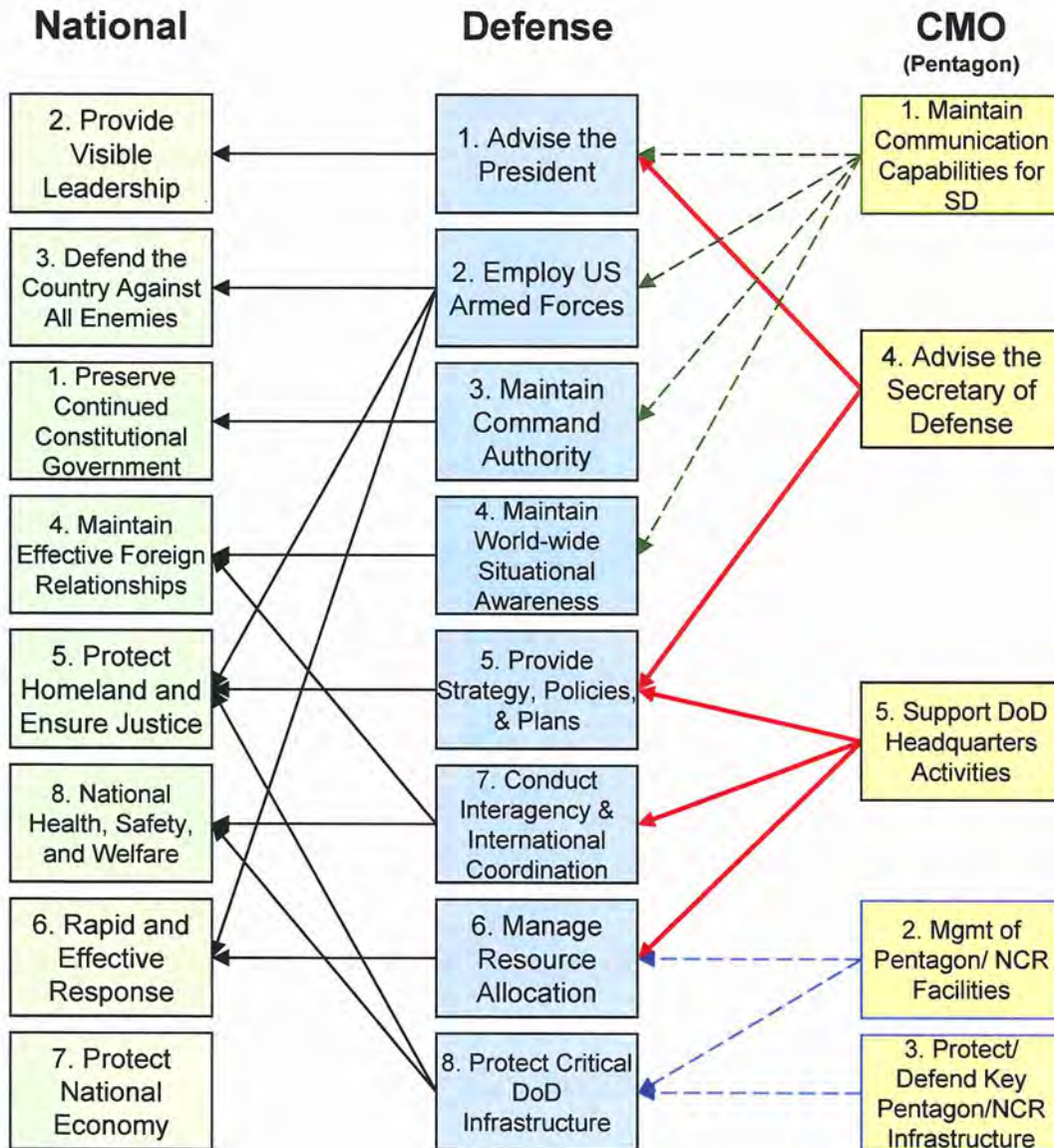
Department of the Navy		
DOD HQ	Office of the Secretary of the Navy	PAS
DOD HQ	Office of the Chief of Naval Operations	4-star
DOD HQ	Headquarters, Marine Corps	4-star
MAJCOM	US Fleet Forces Command (USFF)(NORTHCOM)(STRATCOM)	4-star
MAJCOM	US Pacific Fleet (CPF)(PACOM)	4-star
MAJCOM	US Naval Forces Europe/Africa (AFRICOM/EUCOM)	4-star
MAJCOM	Naval Nuclear Propulsion Program (DoE)	4-star
SVC COMP	US Naval Forces Japan (CNFJ)(USFJ)	2-star
SVC COMP	US Naval Forces Korea (CNFK)(USFK)	1-star
SVC COMP	US Naval Forces Southern Cmd (NAVSO)/4th Fleet (SOUTHCOM)	2-star
SVC COMP	US Naval Forces Central Cmd (NAVCENT)/5th Fleet (CENTCOM)	3-star
SVC COMP	US Fleet Cyber Command (FCC)/10th Fleet (CYBERCOM)	3-star
SVC COMP	Naval Special Warfare Command (NSW)(SOCOM)	2-star
SVC COMP	Military Sealift Command (MSC)(TRANSCOM)	2-star
MAJCOM	Marine Forces Command (MARFORCOM)	3-star
MAJCOM	Marine Forces Reserve/Northern Cmd (NORTHCOM)	3-star
SVC COMP	Marine Forces Central Command (MARCENT)(CENTCOM)	3-star
SVC COMP	Marine Forces Cyber Command (MARFORCYBER)(CYBERCOM)	2-star
SVC COMP	Marine Forces Europe & Africa (MARFOREUR/AF)(AFRICOM/EUCOM)	2-star
SVC COMP	Marine Forces Korea (MARFOR-K)(USFK)	2-star
SVC COMP	US Marine Corps Forces, Pacific (MARFORPAC)(PACOM)	3-star
SVC COMP	US Marine Corps Forces, South (MARFORSOUTH)(SOUTHCOM)	1-star
SVC COMP	Marine Forces Special Operations Command (MARFORSOC)(SOCOM)	2-star
SVC COMP	Marine Forces Strategic Command (MARFORSTRAT)(STRATCOM)	3-star

Department of the Air Force		
DOD HQ	Office of the Secretary of the Air Force	PAS
DOD HQ	The Air Staff	4-star
MAJCOM	Air Combat Command (ACC)	4-star
MAJCOM	Air Education and Training Command (AETC)	3-star
MAJCOM	AF Global Strike Command (AFGSC)(STRATCOM)	4-star
MAJCOM	AF Material Command (AFMC)	4-star
MAJCOM	AF Reserve Command (AFRC)	3-star
MAJCOM	AF Space Command (AFSPC)(STRATCOM)	4-star
MAJCOM	AF Special Operations Command (AFSOC)(SOCOM)	3-star
MAJCOM	Air Mobility Command (AMC)(TRANSCOM)	4-star
MAJCOM	Pacific Air Force (PACAF)(PACOM)	4-star
MAJCOM	US Air Forces in Europe/Africa (USAFE/AFAFRICA)(AFRICOM/EUCOM)	4-star
SVC COMP	5th Air Force (Japan)(USFJ-Dual-hat)	3-star
SVC COMP	7th Air Force (USFK)	3-star
SVC COMP	11th Air Force (ALCOM-Dual-hat)	3-star
SVC COMP	US Air Forces Central Command (AFCENT)(CENTCOM)	3-star
SVC COMP	1st Air Force/Air Forces Northern (AFNORTH)(NORTHCOM)	3-star
SVC COMP	12th Air Force/Air Forces Southern (AFSOUTH)(SOUTHCOM)	3-star
SVC COMP	24th Air Force/Air Forces Cyber (AFCYBER)(CYBERCOM)	2-star



Continuity of Operations

Essential Functions Alignment



The overall mission and responsibilities of DoD are established in law in Title 10, United States Code and in DoD Policy in DoDD 5100.01.

It is the policy of the United States to maintain a comprehensive and effective continuity capability composed of Continuity of Operations and Continuity of Government programs in order to ensure the preservation of our form of government under the Constitution and the continuing performance of National Essential Functions under all conditions.

*National Continuity Policy
NSPD-51/HSPD-20, May 9, 2007*

Acronyms

- Continuity of Government (COG)
- Continuity of Operations (COOP)
- Mission Essential Function (MEF)
- Emergency Support Function (ESF)

— Primarily SECDEF Cables

— Primarily WHS/PFPA

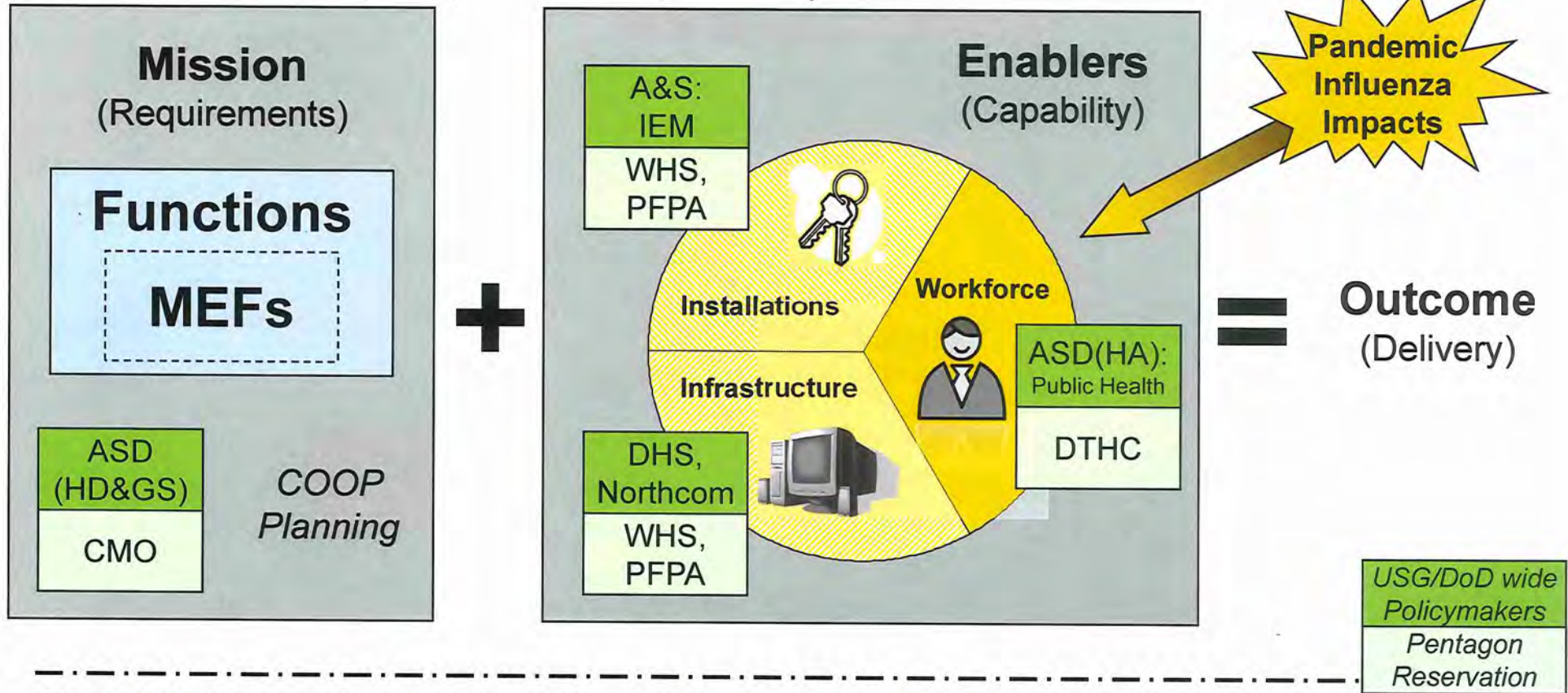
* Not all supporting relationships shown



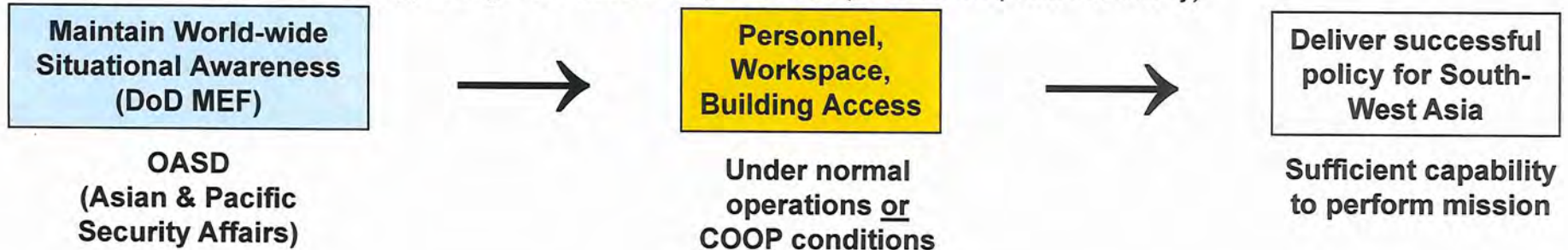
Continuity of Operations

Mission Essential Functions (MEFs) Conceptual Framework

Mission (MEFs) vs. Enablers (Workforce)



Example: Pentagon Office supporting DoD-wide Policy Decision (OSD Headquarters Activity)

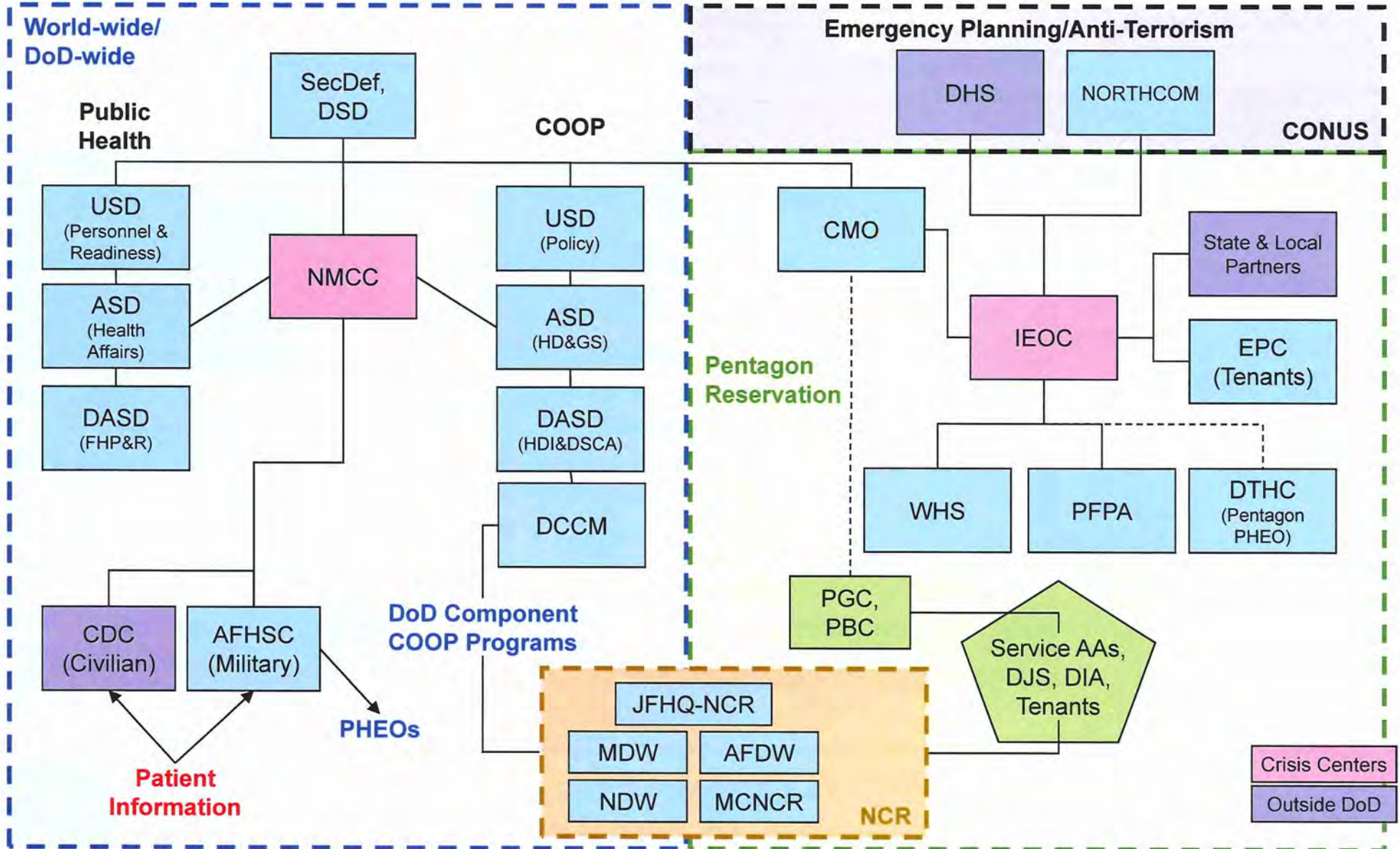




Continuity of Operations

The Pentagon Environment (circa 2016)

DoD-wide vs. Pentagon Reservation Responsibilities





Department of Defense
DIRECTIVE

NUMBER 5100.01
December 21, 2010

DA&M

SUBJECT: Functions of the Department of Defense and Its Major Components

References: See Enclosure 1

1. PURPOSE. This Directive:

- a. Reissues DoD Directive (DoDD) 5100.1 (Reference (a)).
- b. Establishes the functions of the Department of Defense and its major Components, supporting the core mission areas of the Armed Forces, which are broad DoD military operations and activities required to achieve the strategic objectives of the National Security Strategy, National Defense Strategy, and National Military Strategy (References (b), (c), and (d)), in accordance with title 10, United States Code (U.S.C.) (Reference (e)).

2. APPLICABILITY. This Directive 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 (IG DoD), the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components").

3. FUNCTIONS OF THE DEPARTMENT OF DEFENSE. As prescribed by higher authority, the Department of Defense shall maintain and use armed forces to:

- a. Support and defend the Constitution of the United States against all enemies, foreign and domestic.
- b. Ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interest.
- c. Uphold and advance the national policies and interests of the United States.

DoDD 5100.01, December 21, 2010

4. ORGANIZATIONAL RELATIONSHIPS IN THE DEPARTMENT OF DEFENSE

a. All functions in the Department of Defense are performed under the authority, direction, and control of the Secretary of Defense.

b. The Department of Defense is composed of OSD, the Joint Chiefs of Staff, the Joint Staff, the Office of the IG DoD, the Combatant Commands, the Military Departments, the Defense Agencies, the DoD Field Activities, and such other offices, agencies, activities, organizations, and commands established or designated by law, or by the President or by the Secretary of Defense, in accordance with sections 111, 113, and 192 of Reference (e). The functions of the heads of these offices shall be as assigned by the Secretary of Defense in accordance with existing law.

(1) In providing immediate staff assistance and advice to the Secretary of Defense, the OSD and the Joint Chiefs of Staff, though separately identified and organized, shall function in full coordination and cooperation.

(a) OSD is the principal staff element of the Secretary of Defense in the exercise of policy development, planning, resource management, fiscal and program evaluation and oversight, and interface and exchange with other U.S. Government (USG) departments and agencies, foreign governments, and international organizations, through formal and informal processes. OSD also performs oversight and management of the Defense Agencies and DoD Field Activities.

(b) The Chairman of the Joint Chiefs of Staff and other members of the Joint Chiefs of Staff are responsible to the President and the Secretary of Defense for the functions assigned to them. To the extent it does not impair independence in the performance of their duties as members of the Joint Chiefs of Staff, members of the Joint Chiefs of Staff, except the Chairman of the Joint Chiefs of Staff and the Vice Chairman of the Joint Chiefs of Staff, shall inform the Secretary of their respective Military Department regarding military advice rendered as members of the Joint Chiefs of Staff on matters affecting the Military Departments.

(2) The Office of the IG DoD is an independent and objective unit within the Department of Defense that conducts and supervises audits and investigations relating to the programs and operations of the Department of Defense, pursuant to the responsibilities specified in title 5, U.S.C. Appendix and DoDD 5106.01 (References (f) and (g)).

(3) The Commanders of the Combatant Commands are responsible to the President and the Secretary of Defense for accomplishing the military missions assigned to them and shall exercise command authority over assigned forces as directed by the Secretary of Defense, pursuant to section 164 of Reference (e). The operational chain of command runs from the President to the Secretary of Defense to the Commanders of the Combatant Commands. The Chairman of the Joint Chiefs of Staff functions within the chain of command by transmitting to the Commanders of the Combatant Commands the orders of the President or the Secretary of Defense.

(a) Orders to such Commanders shall be issued by the President, the Secretary of Defense, or by the Chairman of the Joint Chiefs of Staff with the authority and direction of the President or the Secretary of Defense.

(b) Communications from the President or the Secretary of Defense to the Commanders of the Combatant Commands shall be transmitted through the Chairman of the Joint Chiefs of Staff, unless otherwise directed. Communications from the Commanders of the Combatant Commands to the President or the Secretary of Defense shall be transmitted through the Chairman of the Joint Chiefs of Staff, unless otherwise directed.

(c) Communications addressed to the Commanders of the Combatant Commands by other authority normally shall be coordinated with the Chairman of the Joint Chiefs of Staff. Information copies of all communications in matters of joint interest among Washington-level offices, agencies, activities, and commands and the Combatant Commands shall be provided to the Chairman of the Joint Chiefs of Staff.

(d) Subject to the authority, direction, and control of the Secretary of Defense, the Chairman acts as the spokesperson for the Commanders of the Combatant Commands, especially on the operational requirements of their commands, and shall be responsible for overseeing the activities of the Combatant Commands. The President and the Secretary of Defense may assign other duties to the Chairman to assist the President and the Secretary of Defense in performing their command functions.

(e) The U.S. Special Operations Command (USSOCOM) is a Combatant Command with unique functions, responsibilities, and authorities as assigned in section 167 of Reference (e). These unique functions, responsibilities, and authorities are similar to a number of authorities exercised by the Military Departments and Defense Agencies and include programming, budgeting, acquisition, training, organizing, equipping, and providing special operations forces (SOF), and developing SOF strategy, doctrine, tactics, and procedures.

(4) Each Military Department (the Department of the Navy includes the U.S. Navy, the U.S. Marine Corps, and the U.S. Coast Guard, when transferred in accordance with sections 2, 3, and 145 of title 14, U.S.C. (Reference (h))) shall be separately organized under its own Secretary and shall function under the authority, direction, and control of the Secretary of Defense. Orders to the Military Departments shall be issued through the Secretaries of these Departments by the Secretary of Defense, or under authority specifically delegated in writing by the Secretary of Defense, or as provided by law.

(a) The Secretary of each Military Department, and the civilian employees and Military Service members under the jurisdiction of the Military Department Secretary, shall cooperate fully with OSD to achieve efficient administration of the Department of Defense and to exercise the authority, direction, and control of the Secretary of Defense effectively, efficiently, and economically.

(b) The Secretary of Defense shall keep the Secretaries of the Military Departments informed with respect to military operations and activities of the Department of Defense that directly affect their respective responsibilities.

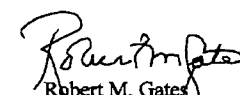
(c) The National Guard Bureau (NGB) is a joint activity of the Department of Defense. The Chief, NGB is a principal advisor to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff, on matters involving non-federalized National Guard forces, and other matters as determined by the Secretary of Defense. For NGB matters pertaining to the responsibilities of the Departments of the Army and Air Force in law or DoD policy, the Secretary of Defense normally exercises authority, direction, and control over the NGB through the Secretaries of the Army and the Air Force. The NGB is the focal point at the strategic level for National Guard matters that are not under the authority, direction, and control of the Secretaries of the Army or Air Force, including joint, interagency, and intergovernmental matters where the NGB acts through other DoD officials as specified in DoDD 5105.77 (Reference (i)).

(5) The Defense Agencies and DoD Field Activities are organized to perform selected consolidated support and service functions under the authority, direction, and control of the Secretary of Defense.

5. FUNCTIONS OF THE DoD COMPONENTS. The functions of the major components of the Department of Defense are described in Enclosures 2 through 8.

6. RELEASABILITY. UNLIMITED. This Directive is approved for public release and is available on the Internet from the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

7. EFFECTIVE DATE. This Directive is effective immediately.


Robert M. Gates
Secretary of Defense

Enclosures

1. References
 2. Functions of the Secretary of Defense and the Office of the Secretary of Defense
 3. Functions of the Joint Chiefs of Staff
 4. Functions of the Office of the IG DoD
 5. Functions of the Combatant Commands
 6. Functions of the Military Departments
 7. Functions of the Defense Agencies
 8. Functions of the DoD Field Activities
- Glossary

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ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5100.1, "Functions of the Department of Defense and Its Major Components," August 1, 2002 (hereby cancelled)
- (b) The National Security Strategy of the United States of America, May 2010
- (c) The National Defense Strategy, June 2008
- (d) The National Military Strategy of the United States of America, 2004
- (e) Title 10, United States Code
- (f) Title 5, United States Code Appendix, "Inspector General Act of 1978," as amended
- (g) DoD Directive 5106.01, "Inspector General of the Department of Defense," April 13, 2006
- (h) Title 14, United States Code
- (i) DoD Directive 5105.77, "National Guard Bureau (NGB)," May 21, 2008
- (j) DoD Directive 5105.79, "DoD Senior Governance Councils," May 19, 2008
- (k) DoD Directive 5134.01, "Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L))," December 9, 2005
- (l) DoD Directive 5111.1, "Under Secretary of Defense for Policy (USD(P))," December 9, 1999
- (m) Title 31, United States Code
- (n) DoD Directive 5118.03, "Under Secretary of Defense (Comptroller) (USD(C))/Chief Financial Officer (CFO), Department of Defense," January 6, 1997
- (o) DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R))," June 23, 2008
- (p) DoD Directive 5143.01, "Under Secretary of Defense for Intelligence (USD(I))," November 23, 2005
- (q) DoD Directive 5105.82, "Deputy Chief Management Officer (DCMO) of the Department of Defense," October 17, 2008
- (r) DoD Directive 5142.01, "Assistant Secretary of Defense (Legislative Affairs) (ASD(LA))," September 15, 2006
- (s) DoD Directive 5144.1, "Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer (ASD(NII)/DoD CIO)," May 2, 2005
- (t) DoD Directive 5122.05, "Assistant Secretary of Defense for Public Affairs (ASD(PA))," September 5, 2008
- (u) DoD Directive 5145.01, "General Counsel of the Department of Defense," May 2, 2001
- (v) DoD Directive 5141.02, "Director of Operational Test and Evaluation (DOT&E)," February 2, 2009
- (w) DoD Directive 5148.11, "Assistant to the Secretary of Defense for Intelligence Oversight (ATSD(IO))," September 20, 2010
- (x) DoD Directive 5105.53, "Director of Administration and Management (DA&M)," February 26, 2008
- (y) DoD Directive 5111.11, "Director of Net Assessment," December 23, 2009
- (z) DoD Directive 5101.1, "DoD Executive Agent," September 3, 2002
- (aa) DoD Directive 3000.06, "Combat Support Agencies," July 10, 2007

- (ab) Memorandum of Agreement Between the Department of Defense and Department of Homeland Security on the Use of U.S. Coast Guard Capabilities and Resources in Support of the National Military Strategy, Endorsed by the Secretary of Defense on May 20, 2008¹
- (ac) DoD Directive 5134.10, "Defense Advanced Research Projects Agency (DARPA)," February 17, 1995
- (ad) DoD Directive 5105.80, "Defense Business Transformation Agency (BTA)," November 12, 2008
- (ae) DoD Directive 5105.55, "Defense Commissary Agency (DeCA)," March 12, 2008
- (af) DoD Directive 5105.36, "Defense Contract Audit Agency (DCAA)," January 4, 2010
- (ag) DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)," September 27, 2000
- (ah) DoD Directive 5118.5, "Defense Finance and Accounting Service," November 26, 1990
- (ai) DoD Directive 5105.19, "Defense Information Systems Agency (DISA)," July 25, 2006
- (aj) DoD Directive 5105.21, "Defense Intelligence Agency (DIA)," March 18, 2008
- (ak) DoD Directive 5145.4, "Defense Legal Services Agency," December 15, 1989
- (al) DoD Directive 5105.22, "Defense Logistics Agency (DLA)," May 17, 2006
- (am) DoD Directive 5105.65, "Defense Security Cooperation Agency (DSCA)," October 31, 2000
- (an) DoD Directive 5105.42, "Defense Security Service (DSS)," August 3, 2010
- (ao) DoD Directive 5105.62, "Defense Threat Reduction Agency (DTRA)," November 28, 2005
- (ap) DoD Directive 5134.9, "Missile Defense Agency (MDA)," September 17, 2009
- (aq) DoD Directive 5105.60, "National Geospatial-Intelligence Agency (NGA)," July 29, 2009
- (ar) DoD Directive 5105.23, "National Reconnaissance Office (NRO)," March 27, 1964
- (as) DoD Directive 5100.20, "National Security Agency/Central Security Service (NSA/CSS)," January 26, 2010
- (at) DoD Directive 5105.68, "Pentagon Force Protection Agency (PFPA)," December 19, 2008
- (au) DoD Directive 5105.74, "Defense Media Activity (DMA)," December 18, 2007
- (av) DoD Directive 5110.10, "Defense Prisoner of War/Missing Personnel Office (DPMO)," September 21, 2005
- (aw) DoD Directive 5105.73, "Defense Technical Information Center (DTIC)," August 19, 2005
- (ax) DoD Directive 5105.72, "Defense Technology Security Administration (DTSA)," July 28, 2005
- (ay) DoD Directive 1342.20, "Department of Defense Education Activity (DoDEA)," October 19, 2007
- (az) DoD Directive 5100.87, "Department of Defense Human Resources Activity (DoDHRA)," February 19, 2008
- (ba) DoD Directive 5105.71, "Department of Defense Test Resource Management Center (TRMC)," March 8, 2004
- (bb) DoD Directive 3030.01, "Office of Economic Adjustment (OEA)," March 5, 2006
- (bc) DoD Directive 5136.12, "TRICARE Management Activity (TMA)," May 31, 2001
- (bd) DoD Directive 5110.4, "Washington Headquarters Services (WHS)," October 19, 2001

¹ This may be obtained by authorized users on the SIPRNET U.S. Coast Guard website at [http://www.uscg.smil.mil/opd/images/2008 MOA between DHS and DOD on the use of USCG Resources.pdf](http://www.uscg.smil.mil/opd/images/2008%20MOA%20between%20DHS%20and%20DOD%20on%20the%20use%20of%20USCG%20Resources.pdf).

ENCLOSURE 2FUNCTIONS OF THE SECRETARY OF DEFENSE AND THE OFFICE OF THE SECRETARY OF DEFENSE

OSD is a major component of the Department of Defense. OSD comprises the Deputy Secretary of Defense, who also serves as the Chief Management Officer of the Department of Defense; the Under Secretaries of Defense; the Deputy Chief Management Officer of the Department of Defense (DCMO); the General Counsel of the Department of Defense (GC DoD); the Assistant Secretaries of Defense (ASDs); the Assistants to the Secretary of Defense (ATSDs); the OSD Directors, and equivalents, who report directly to the Secretary or the Deputy Secretary of Defense; their staffs; the IG DoD; and such other staff offices within OSD established by law or the Secretary of Defense to assist in carrying out assigned responsibilities.

a. The Secretary of Defense is a cabinet member and Head of the Department of Defense, an Executive Department. Pursuant to section 113 of Reference (e), the Secretary of Defense is the principal assistant and advisor to the President on Defense matters and serves as the leader and chief executive officer of the Department. The Secretary of Defense:

- (1) Exercises authority, direction, and control over the Department of Defense.
- (2) Performs the functions and duties of the office and exercises its powers through, or with the aid of, such persons in, or organizations of, the Department of Defense as he or she designates.
- (3) Provides policy guidance to the Heads of DoD and OSD Components for the preparation and review of the program recommendations and budget proposals of their respective components. Such guidance includes:
 - (a) National security objectives and policies.
 - (b) The priorities of military missions.
 - (c) Resource levels projected to be available for the period of time for which such recommendations and proposals are to be effective.
 - (d) Strategic direction and policy, program, and resources priorities in support of the President's National Security Strategy and Unified Command Plan. Such guidance will be promulgated in the National Defense Strategy, Quadrennial Defense Review, and Quadrennial Roles and Missions Review, as well as other documents, as appropriate.
 - (4) Provides, with the advice and assistance of the Chairman of the Joint Chiefs of Staff, to the Secretaries of the Military Departments and to the Commanders of the Combatant Commands, guidelines to direct the effective planning, preparation, resourcing, and execution of military operations.

(5) Keeps the Secretaries of the Military Departments informed regarding military operations and activities of the Department of Defense that directly affect their respective responsibilities.

(6) Provides policy guidance to the Department regarding support to civil authorities in an incident of national significance or a catastrophic event, for homeland defense, and for defense support to civil authorities.

(7) Provides policy guidance to the Department regarding detection and monitoring of all aerial, maritime, land, space, and cyberspace threats to the national security of the United States.

(8) Establishes, directs, and oversees Defense governance councils and decision-making processes, while retaining ultimate decision-making authority.

(a) The principal integrated civilian-military governance bodies of the Department function in accordance with DoDD 5105.79 (Reference (j)) or as directed by the Secretary of Defense.

(b) The Secretary of Defense chairs meetings of these integrated bodies and is assisted by the Chairman of the Joint Chiefs of Staff, with members listed in Reference (j).

(c) Membership and participants may vary at the discretion of the Secretary of Defense.

(d) Senior OSD officials and the Chairman and Vice Chairman of the Joint Chiefs of Staff chair direct functional oversight committees that provide advice and assistance to these integrated bodies.

b. The Deputy Secretary of Defense, in accordance with the authorities contained in Reference (e), and except as expressly prohibited by law or order of the President or Secretary of Defense, has full power and authority to act for the Secretary of Defense and to exercise the powers of the Secretary of Defense upon any and all matters concerning which the Secretary of Defense is authorized to act pursuant to law. Serving as the Chief Management Officer of the Department of Defense is included without limitation in these authorities. The Deputy Secretary of Defense:

(1) Ensures DoD-wide capability to carry out the strategic plan of the Department of Defense in support of national security objectives.

(2) Ensures the core business missions of the Department are optimally aligned to support the DoD warfighting mission.

(3) Establishes performance goals and measures for improving and evaluating overall economy, efficiency, and effectiveness, and monitor and measure the progress of the Department.

(4) Develops and maintains a DoD-wide strategic plan for business reform.

(5) Participates in DoD governance councils, as directed by the Secretary.

(6) Chairs meetings of the DAWG assisted by the Vice Chairman of the Joint Chiefs of Staff, with DAWG members listed in Reference (j).

c. The Secretary of Defense exercises authority, direction, and control over the Department of Defense, in part, through the Heads of the OSD Components, who also serve as Principal Staff Assistants (PSAs). The PSAs are the Under Secretaries of Defense; the DCMO; the GC DoD; the IG DoD; and those ASDs, ATSDs, and OSD Directors, and equivalents, who report directly to the Secretary or Deputy Secretary of Defense. The PSAs provide advice, assistance, and support to the Secretary of Defense in managing the Department and in carrying out such duties as may be prescribed by the Secretary or by law. Specifically, the PSAs shall:

(1) Implement policy established by the Secretary or Deputy Secretary of Defense and assign responsibilities and provide policy guidance to the Heads of other DoD Components.

(2) Conduct analyses, develop policies, provide advice, make recommendations, and issue guidance on Defense plans and programs.

(3) Develop and initiate programs, plans, actions, and taskings to ensure adherence to DoD policies and national security objectives, and ensure that they are designed to accommodate operational requirements and achieve designated performance outcomes.

(4) Develop systems and standards for the administration, management, and review and evaluation of approved plans and programs.

(5) Participate in related planning, programming, budgeting, and execution activities by reviewing proposed resource programs, formulating budget estimates, recommending resource allocations, and monitoring the implementation and performance of approved programs.

(6) Develop policies, provide advice, and represent the Secretary of Defense on matters concerning interagency partners, foreign governments, and international organizations.

(7) Ensure that OSD Component equities are codified in chartering DoD Directives and that cognizant policies are codified in other DoD Directives and policy DoD Instructions.

(8) Attend and support DoD governance councils, representing respective functional equities.

(9) Inform appropriate organizations and personnel of new and significant trends.

(10) Assume responsibilities, authorities, and relationships as directed by the Secretary and Deputy Secretary of Defense in individual charter Directives as follows:

(a) The Under Secretary of Defense for Acquisition, Technology, and Logistics is the PSA and advisor to the Secretary and Deputy Secretary of Defense for all matters relating to the DoD Acquisition System; research and development; modeling and simulation; systems engineering; advanced technology; developmental test and evaluation; production; systems integration; logistics; installation management; military construction; procurement; environment, safety, and occupational health management; utilities and energy management; document services; and nuclear, chemical, and biological defense programs. See DoDD 5134.01 (Reference (k)).

(b) The Under Secretary of Defense for Policy is the PSA and advisor to the Secretary and Deputy Secretary of Defense for all matters on the formulation of national security and defense policy, and the integration and oversight of DoD policy and plans to achieve national security objectives. See DoDD 5111.1 (Reference (l)).

(c) The Under Secretary of Defense (Comptroller) (USD(C))/Chief Financial Officer (CFO), Department of Defense, is the PSA and advisor to the Secretary and Deputy Secretary of Defense for budgetary and fiscal matters, including financial management, accounting policy and systems; budget formulation and execution; contract audit administration and organization; the Managers' Internal Control Program; and general management improvement programs. The USD(C)/CFO is the chief financial management advisor to the Secretary of Defense and shall manage all functions and responsibilities as assigned in chapter 9, section 3515 of title 31, U.S.C. (Reference (m)). See DoDD 5118.03 (Reference (n)).

(d) The Under Secretary of Defense for Personnel and Readiness is the PSA and advisor to the Secretary and Deputy Secretary of Defense for Total Force management; National Guard and Reserve Component affairs; health affairs; readiness and training; military and civilian personnel requirements; language; education of dependents; equal opportunity; morale, welfare, and recreation; and quality-of-life matters. See DoDD 5124.02 (Reference (o)).

(e) The Under Secretary of Defense for Intelligence (USD(I)) is the PSA and advisor to the Secretary and Deputy Secretary of Defense regarding intelligence, counterintelligence, security, sensitive activities, and other intelligence-related matters. See DoDD 5143.01 (Reference (p)).

(f) The DCMO is the PSA and an advisor to the Secretary and Deputy Secretary of Defense for matters relating to the management and improvement of DoD business operations. See DoDD 5105.82 (Reference (q)).

(g) The Assistant Secretary of Defense for Legislative Affairs (ASD(LA)) is the PSA and advisor to the Secretary and Deputy Secretary of Defense for DoD relations with members of the U.S. Congress. The ASD(LA) shall have as his or her principal duty the overall supervision of DoD legislative affairs. See DoDD 5142.01 (Reference (r)).

(h) The Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer is the PSA and advisor to the Secretary and Deputy Secretary of

Defense for networks and network-centric policies and concepts; command and control; communications; non-intelligence space matters; enterprise-wide integration of DoD information matters; information technology, including National Security Systems; information resources management; spectrum management; network operations; information systems; information assurance; positioning, navigation, and timing policy, including airspace and military-air-traffic control activities; sensitive information integration; contingency support and migration planning; and related matters. See DoDD 5144.1 (Reference (s)).

(i) The Assistant Secretary of Defense for Public Affairs is the PSA and advisor to the Secretary and Deputy Secretary of Defense for DoD news media relations, public liaison, internal communications, community relations, public affairs and visual information training, and audiovisual matters. See DoDD 5122.05 (Reference (t)).

(j) The GC DoD is the PSA and advisor to the Secretary and Deputy Secretary of Defense for defense-related legal issues and is the chief legal officer of the Department of Defense. See DoDD 5145.01 (Reference (u)).

(k) The Director of Operational Test and Evaluation is the PSA and advisor to the Secretary and Deputy Secretary of Defense for operational test and evaluation and live-fire test and evaluation matters. See DoDD 5141.02 (Reference (v)).

(l) The IG DoD is the PSA and advisor to the Secretary and Deputy Secretary of Defense on all audit and criminal investigative matters and for matters relating to the prevention and detection of fraud, waste, and abuse in the programs and operations of the Department of Defense. See Reference (g).

(m) The Assistant to the Secretary of Defense for Intelligence Oversight (ATSD(IO)) is the PSA and advisor to the Secretary and Deputy Secretary of Defense for Intelligence Oversight – the independent oversight of all intelligence, counterintelligence, and intelligence-related activities in the Department of Defense. In this capacity, the ATSD(IO) shall inspect to ensure that all intelligence activities conducted by any of the DoD Components comply with Federal law, Executive orders (E.O.s), Presidential directives, Intelligence Community directives, and DoD issuances. See DoDD 5148.11 (Reference (w)).

(n) The Director of Cost Assessment and Program Evaluation is the PSA and advisor to the Secretary and Deputy Secretary of Defense and other senior officials of the Department of Defense, and shall provide independent analysis and advice to such officials on the matters assigned to the Director, and shall ensure that the cost estimation and cost analysis processes of the Department of Defense provide accurate information and realistic estimates of cost for the acquisition programs of the Department of Defense, pursuant to section 139c of Reference (e).

(o) The Director of Administration and Management (DA&M) is the PSA and advisor to the Secretary and Deputy Secretary of Defense on DoD-wide administration, organization, and management. The DA&M executes a hierarchy of responsibilities in support of the Secretary and Deputy Secretary of Defense; the Department of Defense; OSD, the Defense Agencies, and the DoD Field Activities; and the Pentagon. See DoDD 5105.53 (Reference (x)).

(p) The Director of Net Assessment is the PSA and advisor to the Secretary and Deputy Secretary of Defense on net assessment matters. See DoDD 5111.11 (Reference (y)).

d. The Secretary of Defense, exercising authority, direction, and control over the Defense Agencies and DoD Field Activities, assigns responsibility for the overall supervision of each Defense Agency and DoD Field Activity to a PSA, or other designated official, in accordance with section 192 of Reference (e). Each PSA, or other official designated by the Secretary or Deputy Secretary of Defense, shall:

(1) Exercise authority, direction, and control over designated Defense Agencies and DoD Field Activities.

(2) Ensure the continued effectiveness, efficiency, economy, and performance of designated Defense Agencies and DoD Field Activities.

(3) Be accountable to the Secretary of Defense for the mission performance of designated Defense Agencies and DoD Field Activities.

e. The Secretary of Defense assigns PSAs to oversee the activities of all DoD Executive Agents (EAs) designated in accordance with DoDD 5101.1 (Reference (z)) and other management arrangements, and to periodically assess the performance of the DoD EA assignments and other management arrangements under their cognizance, as assigned.

ENCLOSURE 3

FUNCTIONS OF THE JOINT CHIEFS OF STAFF

The organization of the Joint Chiefs of Staff comprises the Office of the Chairman of the Joint Chiefs of Staff, the Joint Staff, and the Military Service Chiefs when acting in their capacity as the Joint Chiefs of Staff. The Joint Chiefs of Staff, consisting of the Chairman of the Joint Chiefs of Staff; the Vice Chairman of the Joint Chiefs of Staff; the Chief of Staff, U.S. Army; the Chief of Naval Operations; the Chief of Staff, U.S. Air Force; and the Commandant of the Marine Corps, and supported by the Joint Staff under the direction of the Chairman of the Joint Chiefs of Staff, constitute the immediate military staff of the Secretary of Defense.

a. The Chairman of the Joint Chiefs of Staff is the principal military advisor to the President, the National Security Council (NSC), the Homeland Security Council (HSC), and the Secretary of Defense. Subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman of the Joint Chiefs of Staff shall:

(1) Advise and assist the President and the Secretary of Defense in performing their command function.

(2) Attend and participate in meetings of the NSC and HSC subject to the direction of the President.

(3) In carrying out assigned functions, duties, and responsibilities:

(a) Transmit communications between the President or the Secretary of Defense and the Commanders of the Combatant Commands, unless otherwise directed by the President or the Secretary of Defense.

(b) Consult with and seek the advice, as considered appropriate, of the other members of the Joint Chiefs of Staff and the Commanders of the Combatant Commands.

(c) Prescribe the duties and functions of the Vice Chairman of the Joint Chiefs of Staff and the Joint Staff, subject to approval of the Secretary of Defense.

(d) Exercise exclusive direction of the Joint Staff.

(e) Promulgate Joint Chiefs of Staff publications to provide military guidance for joint activities of the Armed Forces.

(f) Perform such other duties as the President or the Secretary of Defense may prescribe.

(4) Advise and assist the President and the Secretary of Defense in providing for the strategic direction of the Armed Forces, including the direction of operations conducted by the

Commanders of the Combatant Commands, and provide military guidance for use by the DoD Components in the preparation of their respective detailed plans.

(5) Be responsible for preparing strategic plans, including plans that conform to resource levels projected by the Secretary of Defense, to be available for the period of time for which the plans are to be effective.

(a) Be responsible for preparing joint logistical and mobility plans to support those strategic plans.

(b) Be responsible for recommending the assignment of logistical and mobility responsibilities to the Armed Forces in accordance with those logistical and mobility plans.

(6) Prepare military strategy and assessments of associated risks. These shall include:

(a) A military strategy to support national objectives within policy and resource-level guidance provided by the Secretary of Defense. This strategy shall include broad military options prepared by the Chairman of the Joint Chiefs of Staff, with the advice of the Joint Chiefs of Staff and the Commanders of the Combatant Commands.

(b) Net assessments to determine the capabilities of the Armed Forces of the United States and its allies as compared to those of possible adversaries.

(7) Upon the completion of each Quadrennial Defense Review, prepare and submit to the Secretary of Defense an assessment of the assignment of functions (or roles and missions) of the Armed Forces, together with any recommendations for changes in assignment that the Chairman of the Joint Chiefs of Staff considers necessary to achieve maximum effectiveness and efficiency of the Armed Forces.

(8) Prepare and submit to the Secretary of Defense, for information and consideration, general strategic guidance for the development of industrial and manpower mobilization programs.

(9) Assess military requirements for DoD acquisition programs.

(10) Advise and assist the Secretary of Defense on the development of policy guidance for the preparation and review of contingency and campaign plans. Accordingly, the Chairman of the Joint Chiefs of Staff shall:

(a) Provide for the preparation and review of contingency plans that conform to policy guidance from the President and the Secretary of Defense.

(b) Be responsible for preparing joint logistical and mobility plans to support those contingency plans and recommend the assignment of logistical and mobility responsibilities to the Armed Forces in accordance with those plans.

(c) Advise the Secretary of Defense on critical deficiencies and strengths in force capabilities (including manpower, logistics, intelligence, and mobility support) identified during the preparation and review of contingency plans, and assess the effect of such deficiencies and strengths on meeting national security objectives and policy and on strategic plans.

(d) Participate, as directed, in the preparation of combined plans for military action in conjunction with the armed forces of other nations.

(11) Advise and assist the Secretary of Defense with the development of annual policy guidance for the Heads of the DoD Components for the preparation and review of program recommendations and budget proposals.

(a) Advise the Secretary of Defense on the extent to which the program recommendations and budget proposals of the Military Departments and other DoD Components conform to the priorities established in strategic plans and with the priorities established for the requirements of the Commanders of the Combatant Commands.

(b) Submit to the Secretary of Defense, when deemed necessary, alternative program recommendations and budget proposals within projected resource levels and guidance provided by the Secretary of Defense, to achieve greater conformance with the priorities established in strategic plans and with the priorities for the requirements of the Commanders of the Combatant Commands.

(c) Recommend budget proposals, pursuant to guidance of the Secretary of Defense, for activities of each Combatant Command, as appropriate. Activities for which funding may be requested include:

1. Joint exercises.

2. Force training.

3. Contingencies.

4. Selected operations.

(d) Advise the Secretary of Defense on the extent to which the major programs and policies of the Armed Forces in the area of manpower conform to strategic plans.

(e) Prepare and submit to the Secretary of Defense, for information and consideration in connection with the preparation of budgets, statements of military requirements based upon U.S. strategic war plans and campaign plans. These statements of requirements shall include tasks, priority of tasks, force requirements, and general strategic guidance for developing military installations and bases, and for equipping and maintaining military forces.

(12) Concerning joint personnel matters:

(a) Advise and assist the Secretary of Defense on the establishment of career guidelines for joint qualified officers.

(b) Review the reports of selection boards that consider for promotion officers serving, or having served, in joint duty assignments in accordance with guidelines furnished by the Secretary of Defense, and return the reports with determinations and comments to the Secretary of the appropriate Military Department.

(c) Submit to the Secretary of Defense an evaluation of the joint duty performance of officers recommended for an initial appointment to the grade of lieutenant general or vice admiral, or initial appointment to the grade of general or admiral.

(13) Assess joint military requirements for command, control, and communications; recommend improvements; and provide guidance on aspects that relate to the conduct of joint operations.

(14) Concerning joint doctrine, education, and training:

(a) Develop and establish doctrine for all aspects of the joint employment of the Armed Forces.

(b) Formulate policies for coordinating the military education and training of members of the Military Services.

1. Advise and assist the Secretary of Defense on the periodic review and revision of the curriculum of each professional military education school to enhance the education and training of officers in joint matters.

2. Exercise direction of the National Defense University and its components.

(c) Formulate policies and procedures for the joint and interagency training, including exercises, of the Armed Forces.

(15) Provide guidance on joint concept development and experimentation activities to the Combatant Commands and Military Services.

(16) Concerning the Combatant Commands:

(a) Advise and assist the President and the Secretary of Defense with establishing Combatant Commands to perform military missions and on prescribing the force structure of those commands.

(b) Periodically, not less than every 2 years, review the missions, responsibilities (including geographic boundaries), and force structure of each Combatant Command; and recommend to the President through the Secretary of Defense, any changes to missions, responsibilities, and force structure, as may be necessary.

(c) Determine the headquarters support, such as facilities, personnel, and communications, required by the Combatant Commands, and recommend the assignment to the Military Departments or other DoD Components, as appropriate, of the responsibilities for providing such support.

(d) Oversee the activities of the Combatant Commands.

(e) After consultation with the Commanders of the Combatant Commands, establish and maintain a uniform system for evaluating the preparedness of each Combatant Command to carry out missions assigned to the command.

(f) Advise the Secretary of Defense on the priorities of the requirements, especially operational requirements, identified by the Commanders of the Combatant Commands.

(g) Advise the Secretary of Defense on whether a Commander of a Combatant Command has sufficient authority, direction, and control over the commands and forces assigned to the command to exercise effective command of those commands and forces.

(h) Advise the Secretary of Defense on whether aspects of the administration and support necessary for the accomplishment of missions should be assigned to the Commander of a Combatant Command.

(i) Advise and assist the Secretary of Defense on measures to provide for the administration and support of forces assigned to each Combatant Command.

(j) Serve as the spokesperson for the Commanders of the Combatant Commands, especially on the operational requirements of their commands.

(k) Review the plans and programs of the Commanders of the Combatant Commands to determine their adequacy and feasibility for the performance of assigned missions.

(17) Provide overall supervision of those Defense Agencies and DoD Field Activities that the Secretary of Defense has designated the Chairman of the Joint Chiefs of Staff to oversee. Perform such other functions with respect to the Defense Agencies and DoD Field Activities as assigned by the Secretary of Defense.

(a) Periodically, not less than every 2 years, report to the Secretary of Defense on the responsiveness and readiness of Defense Agencies and DoD Field Activities, as applicable, designated as Combat Support Agencies (CSAs), on CSA-designated functions, pursuant to section 193 of Reference (e) and DoDD 3000.06 (Reference (aa)) and, in collaboration with the DCMO when applicable, monitor the implementation of reported recommendations.

(b) Provide for the participation of Defense Agencies and DoD Field Activities, designated as CSAs, in joint training exercises, assess their performance, and take steps to provide for changes to improve their performance.

(c) Develop and maintain, in consultation with the Director of each Defense Agency and DoD Field Activity designated as a CSA, a uniform readiness reporting system for CSAs.

(18) Provide for representation of the United States on the Military Staff Committee of the United Nations in accordance with the Charter of the United Nations.

(19) Prepare and submit to the Secretary of Defense military guidance for use in the development of military aid programs and other actions relating to foreign military forces.

(20) Coordinate requests for forces and capabilities to support Combatant Commands, USG departments and agencies, State and local governments, and international partners, as required.

b. The other members of the Joint Chiefs of Staff are military advisers to the President, the NSC, the HSC, and the Secretary of Defense, as follows:

(1) A member of the Joint Chiefs of Staff may submit to the Chairman of the Joint Chiefs of Staff advice or an opinion in disagreement with, or in addition to, the advice or opinion presented by the Chairman of the Joint Chiefs of Staff. If a member submits such advice or opinion, the Chairman of the Joint Chiefs of Staff shall present that advice or opinion to the President, NSC, HSC, or Secretary of Defense at the same time that he or she presents his or her own advice. The Chairman of the Joint Chiefs of Staff shall also, as he or she considers appropriate, inform the President, the NSC, the HSC, or the Secretary of Defense of the range of military advice and opinion with respect to any matter.

(2) The members of the Joint Chiefs of Staff, individually or collectively, in their capacity as military advisers, shall provide advice to the President, the NSC, the HSC, or the Secretary of Defense on a particular matter when the President, the NSC, the HSC, or the Secretary of Defense requests such advice.

c. The Vice Chairman of the Joint Chiefs of Staff shall perform such duties as may be prescribed by the Chairman of the Joint Chiefs of Staff with the approval of the Secretary of Defense. When there is a vacancy in the position of the Chairman of the Joint Chiefs of Staff, or in the absence or disability of the Chairman of the Joint Chiefs of Staff, the Vice Chairman of the Joint Chiefs of Staff shall act as Chairman of the Joint Chiefs of Staff and shall perform the duties of the Chairman of the Joint Chiefs of Staff until a successor is appointed or the absence or disability ceases.

ENCLOSURE 4

FUNCTIONS OF THE OFFICE OF THE IG DoD

1. The Office of the IG DoD is an independent and objective unit within the Department of Defense that conducts and supervises audits and investigations relating to the programs and operations of the Department of Defense.

2. In support of the mission of the Department of Defense, the IG DoD performs the duties, has the responsibilities, and exercises the powers specified in References (f) and (g), to include providing staff assistance and advice to the Secretary and Deputy Secretary of Defense.

3. Pursuant to section 3(a) of Reference (f), and as specified in Reference (g), the IG DoD shall report to and be under the general supervision of the Secretary and Deputy Secretary of Defense, but shall not report to, or be subject to supervision by, any other officer of the Department of Defense. Neither the Secretary of Defense nor the Deputy Secretary of Defense shall prevent or prohibit the IG DoD from initiating, carrying out, or completing any audit, evaluation, inspection or investigation, or from issuing any subpoena during the course of any audit or investigation, except as specified in section 8(b) of Reference (f).

ENCLOSURE 5

FUNCTIONS OF THE COMBATANT COMMANDS

1. COMMON COMBATANT COMMAND FUNCTIONS

a. Unless otherwise directed by the President or the Secretary of Defense, the Commander of a Combatant Command exercises authority, direction, and control over the commands and forces assigned to that command and, regarding the following command functions, shall:

- (1) Give authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of military operations, joint training, and logistics.
 - (2) Prescribe the chain of command to the commands and forces within the command.
 - (3) Organize commands, and forces within that command, as considered necessary to carry out missions assigned to the command.
 - (4) Employ forces within that command, as considered necessary to carry out missions assigned to the command.
 - (5) Assign command functions to subordinate commanders, as appropriate.
 - (6) Coordinate and approve those aspects of administration, support (including control of resources and equipment, internal organization, and training), and discipline necessary to carry out missions assigned to the command.
 - (7) Exercise the authority with respect to selecting subordinate commanders, selecting Combatant Command staff, suspending subordinates, and convening courts-martial, as provided in Reference (e).
- b. Provide support and, if required, transfer forces to other Combatant Commands as directed by the Secretary of Defense.
- c. If a Commander of a Combatant Command at any time considers his or her authority, direction, or control with respect to any of the commands or forces assigned to the command or support from another Combatant Command to be insufficient to accomplish the assigned missions or command effectively, the Commander shall promptly inform the Secretary of Defense, normally via the Chairman of the Joint Chiefs of Staff.
- d. Unless otherwise directed by the President or the Secretary of Defense, Commanders of the Combatant Commands exercise authority over subordinate commanders as follows:

(1) Commanders of commands and forces assigned to a Combatant Command are under the authority, direction, and control of, and are responsible to, the Commander of the Combatant Command on all matters for which the Commander of the Combatant Command has been assigned authority pursuant to paragraph 1.a. of this enclosure.

(2) The commander of a command or force referred to in subparagraph 1.d.(1) of this enclosure shall communicate with other elements of the Department of Defense on any matter for which the Commander of the Combatant Command has been assigned authority pursuant to paragraph 1.a. of this enclosure in accordance with procedures, if any, established by the Commander of the Combatant Command.

(3) Other elements of the Department of Defense shall communicate with the commander of a command or force referred to in subparagraph 1.d.(1) of this enclosure on any matter for which the Commander of the Combatant Command has been assigned authority pursuant to paragraph 1.a. of this enclosure, in accordance with procedures, if any, established by the Commander of the Combatant Command.

(4) If directed by the Commander of the Combatant Command, the commander of a command or force referred to in subparagraph 1.d.(1) of this enclosure shall advise the Commander of the Combatant Command of all communications to and from other elements of the Department of Defense on any matter for which the Commander of the Combatant Command has not been assigned authority pursuant to paragraph 1.a. of this enclosure.

2. USSOCOM FUNCTIONS. In addition to the functions identified in section 1 of this enclosure, USSOCOM has the functions outlined in this section.

- a. USSOCOM, within the Department of Defense, includes SOF, both Active and Reserve Components, not otherwise assigned.
- b. Commander, USSOCOM, in coordination with the Military Service Chiefs, is responsible for the preparation of SOF necessary for effective prosecution of all armed conflicts, however such conflicts are characterized, and in all other military operations, except as otherwise assigned, and in accordance with integrated joint mobilization plans, for the expansion of USSOCOM to meet the demands of the full range of military operations.
- c. Subject to the authority, direction, and control of the Secretary of Defense, Commander, USSOCOM, is responsible for, and has the authority necessary to conduct, in addition to those specified, all affairs of such command relating to special operations activities, including:

- (1) In coordination with the Military Service Chiefs, organize, train, equip, and provide SOF, doctrine, procedures, and equipment for:
 - (a) Counterterrorism operations.
 - (b) Counterproliferation of weapons of mass destruction.

- (c) Foreign internal defense.
 - (d) Security force assistance (SFA).
 - (e) Counterinsurgency.
 - (f) Unconventional warfare.
 - (g) Direct action.
 - (h) Special reconnaissance.
 - (i) Civil affairs operations (CAO).
 - (j) Military information support operations (MISO).
 - (k) Information operations.
 - (l) Activities specified by the President or Secretary of Defense.
- (2) Acquire and/or develop, including through the conduct of research, special operations-peculiar equipment, and other special operations-peculiar material, supplies, and/or services.
- (3) Provide special operations-peculiar logistical support for SOF and for other forces assigned to USSOCOM, including procurement, distribution, supply, equipment, and maintenance, unless otherwise directed by the Secretary of Defense.
- (4) Conduct operational testing and evaluation of special operations-peculiar equipment; ensuring the interoperability of equipment and forces.
- (5) Prepare and submit, to the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict and Interdependent Capabilities, pursuant to section 138 of Reference (e), program recommendations and budget proposals for SOF and for other forces assigned to USSOCOM; justify before the Congress budget requests as approved by the President; and administer the funds made available.
- (6) Serve as the SOF joint force provider responsible for identifying and recommending global joint sourcing solutions to the Chairman of the Joint Chiefs of Staff, in coordination with the Military Service Chiefs and other Combatant Commanders, from all SOF and capabilities, and supervising implementation of sourcing decisions.
- (7) With respect to CAO, MISO, and SFA, and in coordination with the Military Service Chiefs:

- (a) In coordination with the Chairman of the Joint Chiefs of Staff, develop joint training, doctrine, and education, and identify required joint capabilities across all warfighting domains.
 - (b) Establish standards to ensure interoperability of DoD special operations and conventional forces and equipment.
 - (c) Collaborate with the Joint Staff and the United States Joint Forces Command, in coordination with the Military Services and geographic Combatant Commands, to develop global joint sourcing solutions that recommend the most appropriate forces for validated requirements to the Global Force Management Board.
 - (d) Coordinate through the OSD and the Joint Staff to consult with other USG departments and agencies on future initiatives, strategies, concepts, and plans (except interagency activities and responsibilities which have been approved by the Department of Defense under the USSOCOM Interagency Partnership Program).
 - (8) Serve as a source of SFA expertise to joint task forces or Combatant Command headquarters.
 - (9) Coordinate on Military Department and Military Service personnel management policy and plans as they relate to accessions, assignments, compensation, promotions, professional development, readiness, retention, sustainment, and training of all SOF personnel. This coordination shall not interfere with the title 10 authorities of the Military Departments or Military Services.
 - (10) Ensure the combat readiness of forces assigned to USSOCOM.
- d. Other responsibilities of USSOCOM include:
- (1) With respect to amphibious operations, develop, in coordination with the Military Services, tactics, techniques, and equipment unique to USSOCOM.
 - (2) With respect to airborne operations:
 - (a) Provide USSOCOM forces for the air movement of troops, supplies, and equipment in joint airborne operations.
 - (b) Develop tactics and techniques employed by SOF in the air movement of troops, supplies, and equipment.

ENCLOSURE 6

FUNCTIONS OF THE MILITARY DEPARTMENTS

1. COMMON MILITARY DEPARTMENT FUNCTIONS. For purposes other than the operational direction of the Combatant Commands, the chain of command runs from the President to the Secretary of Defense to the Secretaries of the Military Departments and, as prescribed by the Secretaries, to the commanders of Military Service forces.

a. Subject to the authority, direction, and control of the Secretary of Defense, the Secretaries of the Military Departments are responsible for, and have the authority necessary to conduct, all affairs of their respective Departments, including:

- (1) Recruiting.
- (2) Organizing.
- (3) Supplying.
- (4) Equipping (including research and development).
- (5) Training.
- (6) Servicing.
- (7) Mobilizing.
- (8) Demobilizing.
- (9) Administering (including the morale and welfare of personnel).
- (10) Maintaining.
- (11) Construction, outfitting, and repairs of military equipment.
- (12) Construction, maintenance, and repair of buildings, structures, and utilities as well as the acquisition, management, and disposal of real property and natural resources.

b. Subject to the authority, direction, and control of the Secretary of Defense, the Secretaries of the Military Departments are also responsible to the Secretary of Defense for ensuring that their respective Departments:

- (1) Operate effectively, efficiently, and responsively.

(2) Formulate policies and programs that are fully consistent with national security objectives and policies established by the President and the Secretary of Defense.

(3) Implement, in a timely and effective manner, policy, program, and budget decisions and instructions of the President or Secretary of Defense.

(4) Present and justify positions on the plans, programs, and policies of the Department of Defense.

(5) Prepare, submit, and justify budgets before Congress, in coordination with other USG departments and agencies, as applicable; and administer the funds made available for maintaining, equipping, and training the forces of their respective departments, including those assigned to the Combatant Commands. Among other things, budget submissions shall be informed by the recommendations of the Military Service Chiefs, Commanders of the Combatant Commands, and of Military Service component commanders of forces assigned to the Combatant Commands.

(6) Establish and maintain reserves of manpower, equipment, and supplies for the effective prosecution of the range of military operations and submit, in coordination with the other Military Departments, mobilization information to the Joint Chiefs of Staff.

(7) Develop integrated mobilization plans for the expansion of peacetime components to meet the needs of war.

(8) Perform Military Department functions necessary to fulfill the current and future operational requirements of the Combatant Commands, including the recruitment, organization, training, and equipping of interoperable forces.

(9) Provide forces to enhance military engagement, conduct security cooperation, build the security capacity of partner states, and deter adversaries to prevent conflict. These actions shall be coordinated with the other Military Departments, Combatant Commands, USG departments and agencies, and international partners, as required.

(10) Provide forces, military missions, and detachments for service in foreign countries as may be required to support the national interests of the United States, and provide, as directed, assistance in training, equipping, and advising the military forces of foreign nations.

(11) Coordinate with the other Military Departments and all of the other DoD Components to provide for more effective, efficient, and economical administration; eliminate duplication; and assist other DoD Components in the accomplishment of their respective functions by providing personnel, intelligence, training, facilities, equipment, supplies, and services, as may be required.

(12) Develop, garrison, supply, equip, and maintain bases and other installations, including lines of communication, and provide administrative and logistical support for all assigned forces and bases, unless otherwise directed by the Secretary of Defense.

(13) Provide, as directed, administrative and logistical support to the headquarters of the Combatant Commands, to include direct support of the development and acquisition of the command and control systems of such headquarters.

(14) Supervise and control Military Department intelligence activities, including the collection, production, and dissemination of military and military-related foreign intelligence and counterintelligence as required for execution of Military Department responsibilities.

(15) Afford USSOCOM an opportunity to coordinate on Military Department and Military Service personnel management policy and plans as they relate to accessions, assignments, compensation, promotions, professional development, readiness, retention, sustainment, and training of all SOF personnel. This coordination shall not interfere with the title 10 authorities of the Military Departments or Military Services.

(16) Engage in such other activities as are prescribed by law, the President, or the Secretary of Defense.

2. COMMON MILITARY SERVICE FUNCTIONS. The Army, the Navy, the Air Force, and the Marine Corps, and the Coast Guard, when transferred to the Department of the Navy in accordance with sections 2, 3, and 145 of Reference (h), to include the Active and Reserve Components of each, under their respective Secretaries, shall provide conventional, strategic, and special operations forces to conduct the range of operations as defined by the President and the Secretary of Defense. Further, they shall perform the following common functions:

a. Develop concepts, doctrine, tactics, techniques, and procedures, and organize, train, equip, and provide land, naval, air, space, and cyberspace forces, in coordination with the other Military Services, Combatant Commands, USG departments and agencies, and international partners, as required, that enable joint force commanders to conduct decisive operations across the spectrum of conflict in order to achieve the desired end state.

b. Determine Military Service force requirements and make recommendations concerning force requirements to support national security objectives and strategy and to meet the operational requirements of the Combatant Commands.

c. Recommend to the Joint Chiefs of Staff the assignment and deployment of forces to the Combatant Commands established by the President through the Secretary of Defense.

d. Monitor and assess Military Service operational readiness and capabilities of forces for assignment to the Combatant Commands and plan for the use of the intrinsic capabilities of the other Military Services and USSOCOM that may be made available.

e. Develop doctrine, tactics, techniques, and procedures for employment by Military Service forces and:

(1) Assist the Chairman of the Joint Chiefs of Staff in the development of joint doctrine.

(2) Coordinate with the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the other Military Services, USG departments and agencies, partner security forces, and non-governmental organizations, in the development of the doctrine, tactics, techniques, and procedures necessary for participation in and/or command of joint, interagency, and multinational operations.

(3) Coordinate with the Commander, USSOCOM, in the development of the doctrine, tactics, techniques, and procedures employed by Military Service forces when related to special operations.

f. Provide for training for joint operations and joint exercises in support of Combatant Command operational requirements, including the development of Military Service joint training requirements, policies, procedures, and publications.

g. Provide logistical support for Military Service and all forces assigned to joint commands, including procurement, distribution, supply, equipment, and maintenance, unless otherwise directed by the Secretary of Defense.

h. Organize, train, and equip forces to contribute unique service capabilities to the joint force commander to conduct the following functions across all domains, including land, maritime, air, space, and cyberspace:

(1) Intelligence, surveillance, reconnaissance (ISR), and information operations, to include electronic warfare and MISO in order to provide situational awareness and enable decision superiority across the range of military operations.

(2) Offensive and defensive cyberspace operations to achieve cyberspace superiority in coordination with the other Military Services, Combatant Commands, and USG departments and agencies.

(3) Special operations in coordination with USSOCOM and other Combatant Commands, the Military Services, and other DoD Components.

(4) Personnel recovery operations in coordination with USSOCOM and other Combatant Commands, the Military Services, and other DoD Components.

(5) Counter weapons of mass destruction.

(6) Building partnership capacity/security force assistance operations.

(7) Forcible entry operations.

(8) Missile Defense.

(9) Other functions as assigned, such as Presidential support and antiterrorism.

i. Organize, train, and equip forces to conduct support to civil authorities in the United States and abroad, to include support for disaster relief, consequence management, mass migration, disease eradication, law enforcement, counter-narcotics, critical infrastructure protection, and response to terrorist attack, in coordination with the other Military Services, Combatant Commands, National Guard, and USG departments and agencies.

j. Operate organic land vehicles, aircraft, cyber assets, spacecraft or space systems, and ships or craft.

k. Conduct operational testing and evaluation.

l. Provide command and control.

m. Provide force protection.

n. Consult and coordinate with the other Military Services on all matters of joint concern.

3. INDIVIDUAL MILITARY DEPARTMENT FUNCTIONS. The forces developed and trained to perform the primary functions set forth in sections 4 through 6 of this enclosure shall be employed to support and supplement the other Military Service and USSOCOM forces in carrying out their primary functions, wherever and whenever such participation shall result in increased effectiveness and shall contribute to the accomplishment of overall military objectives.

4. FUNCTIONS OF THE DEPARTMENT OF THE ARMY

a. The Department of the Army includes land combat, and service forces, and such aviation, water transport, and space and cyberspace forces as may be organic therein, and shall be organized, trained, and equipped primarily for prompt and sustained combat incident to operations on land, and to support the other Military Services and joint forces. The Army is responsible for the preparation of land forces necessary for the effective prosecution of war and military operations short of war, except as otherwise assigned. The Army is the Nation's principal land force and promotes national values and interests by conducting military engagement and security cooperation; deterring aggression and violence; and should deterrence fail, compelling enemy behavioral change or compliance. The Army shall contribute forces through a rotational, cyclical readiness model that provides a predictable and sustainable supply of modular forces to the Combatant Commands, and a surge capacity for unexpected contingencies.

b. The Functions of the Army. In addition to the common military service functions listed in paragraphs 2.a. through 2.n. of this enclosure, the Army, within the Department of the Army, shall develop concepts, doctrine, tactics, techniques, and procedures, and organize, train, equip,

and provide forces with expeditionary and campaign qualities to perform the following specific functions:

(1) Conduct prompt and sustained combined arms combat operations on land in all environments and types of terrain, including complex urban environments, in order to defeat enemy ground forces, and seize, occupy, and defend land areas.

(2) Conduct air and missile defense to support joint campaigns and assist in achieving air superiority.

(3) Conduct airborne and air assault, and amphibious operations. The Army has primary responsibility for the development of airborne doctrine, tactics, techniques, and equipment.

(4) Conduct CAO.

(5) Conduct riverine operations.

(6) Occupy territories abroad and provide for the initial establishment of a military government pending transfer of this responsibility to other authority.

(7) Interdict enemy sea, space, air power, and communications through operations on or from the land.

(8) Provide logistics to joint operations and campaigns, including joint over-the-shore and intra-theater transport of time-sensitive, mission-critical personnel and materiel.

(9) Provide support for space operations to enhance joint campaigns, in coordination with the other Military Services, Combatant Commands, and USG departments and agencies.

(10) Conduct authorized civil works programs, to include projects for improvement of navigation, flood control, beach erosion control, and other water resource developments in the United States, its territories, and its possessions, and conduct other civil activities prescribed by law.

(11) Provide intra-theater aeromedical evacuation.

(12) Conduct reconnaissance, surveillance, and target acquisition.

(13) Operate land lines of communication.

5. FUNCTIONS OF THE DEPARTMENT OF THE NAVY

a. The Department of the Navy is composed of naval, land, air, space, and cyberspace forces, both combat and support, not otherwise assigned, to include those organic forces and capabilities necessary to operate, and support the Navy and Marine Corps, the other Military Services, and

joint forces. The Navy and Marine Corps comprise the Nation's principal maritime force. They employ the global reach, persistent presence through forward-stationed and rotationally-based forces, and operational flexibility to secure the Nation from direct attack; secure strategic access and retain global freedom of action; strengthen existing and emerging alliances and partnerships; establish favorable security conditions; deter aggression and violence by state, non-state, and individual actors and, should deterrence fail, prosecute the full range of military operations in support of U.S. national interests.

b. The Functions of the Navy. In addition to the common military service functions listed in paragraphs 2.a. through 2.n. of this enclosure, the Navy, within the Department of the Navy, shall develop concepts, doctrine, tactics, techniques, and procedures and organize, train, equip, and provide forces to perform the following specific functions:

- (1) Conduct offensive and defensive operations associated with the maritime domain including achieving and maintaining sea control, to include subsurface, surface, land, air, space, and cyberspace.
- (2) Provide power projection through sea-based global strike, to include nuclear and conventional capabilities; interdiction and interception capabilities; maritime and/or littoral fires, to include naval surface fires; and close air support for ground forces.
- (3) Conduct ballistic missile defense.
- (4) Conduct ocean, hydro, and river survey and reconstruction.
- (5) Conduct riverine operations.
- (6) Establish, maintain, and defend sea bases in support of naval, amphibious, land, air, or other joint operations as directed.
- (7) Provide naval expeditionary logistics to enhance the deployment, sustainment, and redeployment of naval forces and other forces operating within the maritime domain, to include joint sea bases, and provide sea transport for the Armed Forces other than that which is organic to the individual Military Services and USSOCOM.
- (8) Provide support for joint space operations to enhance naval operations, in coordination with the other Military Services, Combatant Commands, and USG departments and agencies.
- (9) Conduct nuclear operations in support of strategic deterrence, to include providing and maintaining nuclear surety and capabilities.

c. The Functions of the Marine Corps. In addition to the common military service functions listed in paragraphs 2.a. through 2.n. of this enclosure, and pursuant to section 5063 of Reference (e), the Marine Corps, within the Department of the Navy, shall develop concepts, doctrine, tactics, techniques, and procedures and organize, train, equip, and provide forces, normally

employed as combined arms air ground task forces, to serve as an expeditionary force-in-readiness, and perform the following specific functions:

- (1) Seize and defend advanced naval bases or lodgments to facilitate subsequent joint operations.
- (2) Provide close air support for ground forces.
- (3) Conduct land and air operations essential to the prosecution of a naval campaign or as directed.
- (4) Conduct complex expeditionary operations in the urban littorals and other challenging environments.
- (5) Conduct amphibious operations, including engagement, crisis response, and power projection operations to assure access. The Marine Corps has primary responsibility for the development of amphibious doctrine, tactics, techniques, and equipment.
- (6) Conduct security and stability operations and assist with the initial establishment of a military government pending transfer of this responsibility to other authority.
- (7) Provide security detachments and units for service on armed vessels of the Navy, provide protection of naval property at naval stations and bases, provide security at designated U.S. embassies and consulates, and perform other such duties as the President or the Secretary of Defense may direct. These additional duties may not detract from or interfere with the operations for which the Marine Corps is primarily organized.

d. The Functions of the Coast Guard. The Coast Guard is a unique Military Service residing within the Department of Homeland Security while simultaneously providing direct support to the Department of Defense under its inherent authorities under References (e) and (h). In addressing the Coast Guard when it is not operating in the [Department of the] Navy, this issuance is descriptive in nature and does not purport to be either directive or regulatory. As directed by the President, and in accordance with Memorandum of Agreement between the Department of Defense and Department of Homeland Security on the use of Coast Guard Capabilities and Resources in Support of the National Military Strategy (Reference (ab)), the Department of the Navy shall coordinate with the Department of Homeland Security regarding Coast Guard military functions in time of limited war or defense contingency, without transfer of Coast Guard authority to the Secretary of the Navy. As directed, the Department of the Navy will provide intelligence, logistical support, and specialized units to the Coast Guard, including designated ships and aircraft, for overseas deployment required by naval component commanders, maritime search and rescue, integrated port security, and coastal defense of the United States. The Coast Guard shall maintain a state of readiness to function as a specialized Military Service in the Department of the Navy in time of war or national emergency. If specified in a declaration of war by Congress or if directed by the President, the Coast Guard shall operate as a Military Service in the Department of the Navy, and shall continue to do so

until the President transfers the Coast Guard back to the Department of Homeland Security by Executive order pursuant to section 3 of Reference (h).

(1) The Coast Guard shall develop concepts, doctrine, tactics, techniques, and procedures and organize, train, equip, and provide forces to perform the following specific functions when providing direct or cooperative support to the Department of Defense:

- (a) Conduct coastal sea control and maritime and air interception and interdiction operations.
- (b) Conduct maritime homeland security and counterterrorism operations.
- (c) Provide for port operations, security, and defense.
- (d) Provide maritime operational threat response.
- (e) Conduct counter-illicit trafficking operations.
- (f) Conduct military environmental response operations.
- (g) Conduct theater security cooperation operations.
- (h) Conduct search and rescue operations.
- (i) Conduct ice operations.
- (j) Provide for marine safety, including aids to navigation.

(2) The Coast Guard will coordinate with the Department of Defense, including the Department, of the Navy to provide specialized Coast Guard units, or obtain Navy units, including designated ships and aircraft, for deployment as requested by Military Service component or joint commanders.

6. FUNCTIONS OF THE DEPARTMENT OF THE AIR FORCE

a. The Department of the Air Force is composed of air, space, and cyberspace forces, both combat and support, not otherwise assigned. The Air Force is the Nation's principal air and space force, and is responsible for the preparation of forces necessary for the effective prosecution of war. The Department of the Air Force shall organize, train, equip, and provide air, space, and cyberspace forces for the conduct of prompt and sustained combat operations, military engagement, and security cooperation in defense of the Nation, and to support the other Military Services and joint forces. The Air Force will provide the Nation with global vigilance, global reach, and global power in the form of in-place, forward-based, and expeditionary forces possessing the capacity to deter aggression and violence by state, non-state, and individual actors

to prevent conflict, and, should deterrence fail, prosecute the full range of military operations in support of U.S. national interests.

b. The Functions of the Air Force. In addition to the common military service functions listed in paragraphs 2.a. through 2.n. of this enclosure, the Air Force, within the Department of the Air Force, shall develop concepts, doctrine, tactics, techniques, and procedures and organize, train, equip, and provide forces to perform the following specific functions:

- (1) Conduct nuclear operations in support of strategic deterrence, to include providing and maintaining nuclear surety and capabilities.
- (2) Conduct offensive and defensive operations, to include appropriate air and missile defense, to gain and maintain air superiority, and air supremacy as required, to enable, the conduct of operations by U.S. and allied land, sea, air, space, and special operations forces.
- (3) Conduct global precision attack, to include strategic attack, interdiction, close air support, and prompt global strike.
- (4) Provide timely, global integrated ISR capability and capacity from forward deployed locations and globally distributed centers to support world-wide operations.
- (5) Conduct offensive and defensive operations to gain and maintain space superiority to enable the conduct of operations by U.S. and allied land, sea, air, space, and cyberspace forces. Conduct space operations to enhance joint campaigns, in coordination with the other Military Services, Combatant Commands, and USG departments and agencies.
- (6) Provide rapid global mobility to employ and sustain organic air and space forces and other Military Service and USSOCOM forces, as directed, to include airlift forces for airborne operations, air logistical support, tanker forces for in-flight refueling, and assets for aeromedical evacuation.
- (7) Provide agile combat support to enhance the air and space campaign and the deployment, employment, sustainment, and redeployment of air and space forces and other forces operating within the air and space domains, to include joint air and space bases, and for the Armed Forces other than which is organic to the individual Military Services and USSOCOM in coordination with the other Military Services, Combatant Commands, and USG departments and agencies.
- (8) Conduct global personnel recovery operations including theater-wide combat and civil search and rescue, in coordination with the other Military Services, USJFCOM, USSOCOM, and DoD Components.
- (9) Conduct global integrated command and control for air and space operations.

7. DEPARTMENT OF THE ARMY AND DEPARTMENT OF THE AIR FORCE: THE NGB.
The NGB is a joint activity of the Department of Defense. The NGB performs certain Military Service-specific functions and unique functions on matters involving non-federalized National Guard forces as set forth in Reference (i).

ENCLOSURE 7

FUNCTIONS OF THE DEFENSE AGENCIES

1. Defense Agencies are established as DoD Components by law, the President, or the Secretary of Defense to provide for the performance, on a DoD-wide basis, of a supply or service activity that is common to more than one Military Department when it is determined to be more effective, economical, or efficient to do so, pursuant to sections 101, 191(a), and 192 of Reference (e), or when a responsibility or function is more appropriately assigned to a Defense Agency. Pursuant to section 191(b) of Reference (e), such organizations are designated as Defense Agencies.

a. Each Defense Agency operates under the authority, direction, and control of the Secretary of Defense, through an OSD PSA, or other designated official, pursuant to section 192 of Reference (e).

b. Officials assigned such a responsibility with respect to a Defense Agency advise the Secretary of Defense on the extent to which the program recommendations and budget proposals of such agency conform with the requirements of the Military Departments and of the Combatant Commands. The USD(I) advises the Secretary of Defense on National Intelligence Program regarding funding affecting Defense Intelligence programs.

c. The Secretary or Deputy Secretary of Defense issues a chartering DoD Directive for each Defense Agency to prescribe its mission, organization and management, responsibilities and functions, relationships, and delegated authorities.

d. The current Defense Agencies in alphabetical order are:

(1) Defense Advanced Research Projects Agency (DARPA). See DoDD 5134.10 (Reference (ac)).

(2) Defense Business Transformation Agency (BTA). See DoDD 5105.80 (Reference (ad)).

(3) Defense Commissary Agency (DeCA). See DoDD 5105.55 (Reference (ae)).

(4) Defense Contract Audit Agency (DCAA). See DoDD 5105.36 (Reference (af)).

(5) Defense Contract Management Agency (DCMA). See DoDD 5105.64 (Reference (ag)).

(6) Defense Finance and Accounting Service (DFAS). See DoDD 5118.5 (Reference (ah)).

(7) Defense Information Systems Agency (DISA). See DoDD 5105.19 (Reference (ai)).

- (8) Defense Intelligence Agency (DIA). See DoDD 5105.21 (Reference (aj)).
- (9) Defense Legal Services Agency (DLSA). See DoDD 5145.4 (Reference (ak)).
- (10) Defense Logistics Agency (DLA). See DoDD 5105.22 (Reference (al)).
- (11) Defense Security Cooperation Agency (DSCA). See DoDD 5105.65 (Reference (am)).
- (12) Defense Security Service (DSS). See DoDD 5105.42 (Reference (an)).
- (13) Defense Threat Reduction Agency (DTRA). See DoDD 5105.62 (Reference (ao)).
- (14) Missile Defense Agency (MDA). See DoDD 5134.9 (Reference (ap)).
- (15) National Geospatial-Intelligence Agency (NGA). See DoDD 5105.60 (Reference (aq)).
- (16) National Reconnaissance Office (NRO). See DoDD 5105.23 (Reference (ar)).
- (17) National Security Agency/Central Security Service (NSA/CSS). See DoDD 5100.20 (Reference (as)).
- (18) Pentagon Force Protection Agency (PFPA). See DoDD 5105.68 (Reference (at)).

2. The Defense Agencies assigned combat support or combat service support functions are designated as CSAs, pursuant to section 193 of Reference (e). Section 193 of Reference (e) defines the CSAs as DISA, DIA, DLA, NGA, and Defense Agencies designated as a CSA by the Secretary of Defense, which are DCMA, DTRA, and NSA/CSS. Reference (aa) further establishes DoD CSA policy and responsibilities.

a. CSAs fulfill combat support or combat service support functions for joint operating forces across the range of military operations, and in support of the Commanders of the Combatant Commands executing military operations. CSAs perform support functions or provide supporting operational capabilities, pursuant to their establishing Directives and pertinent DoD planning guidance.

b. The combat support mission of a CSA is that portion of its mission involving support for operating forces engaged in planning for, or conducting, military operations, including support during conflict or in the conduct of other military activities related to countering threats to U.S. national security. This mission is focused on providing support to echelons at the Combatant Command level and below and may not encompass the full scope of the CSA's mission.

c. The relationship between a CSA and a Combatant Command is support, with the CSA typically operating in a supporting-to-supported relationship relative to the Commanders of the Combatant Commands. The Director of a CSA exercises the authority and bears responsibilities equivalent to those of a supporting commander in accordance with Reference (aa).

ENCLOSURE 8

FUNCTIONS OF THE DoD FIELD ACTIVITIES

DoD Field Activities are established as DoD Components by law, the President, or the Secretary of Defense to provide for the performance, on a DoD-wide basis, of a supply or service activity that is common to more than one Military Department when it is determined to be more effective, economical, or efficient to do so, pursuant to sections 101, 191(a), and 192 of Reference (e). Pursuant to section 191(b) of Reference (e), such organizations are designated as DoD Field Activities.

a. Each DoD Field Activity operates under the authority, direction, and control of the Secretary of Defense, through an OSD PSA, or other designated official, pursuant to section 192 of Reference (e).

b. Officials assigned such a responsibility with respect to a DoD Field Activity advise the Secretary of Defense on the extent to which the program recommendations and budget proposals of such activity conform with the requirements of the Military Departments and of the Combatant Commands.

c. The Secretary or Deputy Secretary of Defense issues a chartering DoD Directive for each DoD Field Activity to prescribe its mission, organization and management, responsibilities and functions, relationships, and delegated authorities.

d. The current DoD Field Activities in alphabetical order are:

- (1) Defense Media Activity (DMA). See DoDD 5105.74 (Reference (au)).
- (2) Defense Prisoner of War/Missing Personnel Office (DPMO). See DoDD 5110.10 (Reference (av)).
- (3) Defense Technical Information Center (DTIC). See DoDD 5105.73 (Reference (aw)).
- (4) Defense Technology Security Administration (DTSA). See DoDD 5105.72 (Reference (ax)).
- (5) Department of Defense Education Activity (DoDEA). See DoDD 1342.20 (Reference (ay)).
- (6) Department of Defense Human Resources Activity (DoDHRA). See DoDD 5100.87 (Reference (az)).
- (7) Department of Defense Test Resource Management Center (TRMC). See DoDD 5105.71 (Reference (ba)).

- (8) Office of Economic Adjustment (OEA). See DoDD 3030.01 (Reference (bb)).
- (9) TRICARE Management Activity (TMA). See DoDD 5136.12 (Reference (bc)).
- (10) Washington Headquarters Services (WHS). See DoDD 5110.4 (Reference (bd)).

GLOSSARY

ABBREVIATIONS AND ACRONYMS

ASD	Assistant Secretary of Defense
ASD(LA)	Assistant Secretary of Defense for Legislative Affairs
ATSD	Assistant to the Secretary of Defense
ATSD(IO)	Assistant to the Secretary of Defense for Intelligence Oversight
CAO	civil affairs operations
CSA	Combat Support Agency
DA&M	Director of Administration and Management
DAWG	Deputy's Advisory Working Group
DCMA	Defense Contract Management Agency
DCMO	Deputy Chief Management Officer of the Department of Defense
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DoDD	DoD Directive
DTRA	Defense Threat Reduction Agency
EA	Executive Agent
GC DoD	General Counsel of the Department of Defense
HSC	Homeland Security Council
IG DoD	Inspector General of the Department of Defense
ISR	intelligence, surveillance, reconnaissance
MISO	military information support operations
NGA	National Geospatial-Intelligence Agency
NGB	National Guard Bureau
NSA/CSS	National Security Agency/Central Security Service
NSC	National Security Council
PSA	Principal Staff Assistant
SFA	security force assistance
SOF	Special Operations Forces
U.S.C.	United States Code
USD(C)/CFO	Under Secretary of Defense (Comptroller)/Chief Financial Officer
USD(I)	Under Secretary of Defense for Intelligence
USG	United States Government
USSOCOM	United States Special Operations Command



DoD DIRECTIVE 5105.02

DEPUTY SECRETARY OF DEFENSE

Originating Component: Office of the Chief Management Officer of the Department of Defense

Effective: July 19, 2018

Releasability: Cleared for public release. Available on the Internet from the DoD Issuances Website at <http://www.esd.whs.mil/DD/>.

Reissues: DoD Directive 5105.02, "Deputy Secretary of Defense," August 16, 2017

Approved by: James N. Mattis, Secretary of Defense

Purpose: This issuance prescribes the responsibilities of the Deputy Secretary of Defense, in accordance with the authorities in Titles 5, 10, and 31, United States Code.

DoDD 5105.02, July 19, 2018

SECTION I: 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").

DoDD 5105.02, July 19, 2018

SECTION 2: RESPONSIBILITIES

DEPUTY SECRETARY OF DEFENSE.

a. In accordance with the authorities contained in Titles 5, 10, and 31, United States Code, and except as expressly prohibited by law, Deputy Secretary of Defense Patrick M. Shanahan has full power and authority to act for the Secretary of Defense and to exercise the powers of the Secretary of Defense upon any and all matters concerning which the Secretary of Defense is authorized to act pursuant to law. Included, without limitation, in these authorities is serving as the Chief Operating Officer of the Department of Defense, who will:

(1) Ensure Department-wide capability and resources across all functions to carry out the strategic plan of the DoD in support of national security objectives.

(2) Serve as the accountable official for DoD management and performance, pursuant to Section 1123 of Title 31, United States Code.

(3) Develop and maintain a strategic plan or equivalent, pursuant to Section 306 of Title 5, United States Code.

b. The all-inclusive authority reflected in Paragraph 2.a. may not be further delegated in its entirety; however, the Deputy Secretary of Defense is authorized, except where otherwise restricted, to make specific written delegations.

DoDD 5105.02, July 19, 2018

REFERENCES

United States Code, Title 5
United States Code, Title 10
United States Code, Title 31



DoD DIRECTIVE 5122.05

ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS (ATSD(PA))

- Originating Component:** Office of the Deputy Chief Management Officer of the Department of Defense
- Effective:** August 7, 2017
- Releasability:** Cleared for public release. This directive is available on the Directives Division Website at <http://www.esd.whs.mil/DD/>.
- Reissues:** DoD Directive 5122.05, "Assistant Secretary of Defense for Public Affairs (ASD(PA))," September 5, 2008
- Incorporates and cancels:** Secretary of Defense Memorandum "Assistant to the Secretary of Defense," October 5, 2012
- Approved by:** Patrick M. Shanahan, Deputy Secretary of Defense

Purpose: This issuance updates the responsibilities and functions, relationships, and authorities of the ATSD(PA) under the authority vested in the Secretary of Defense by Section 113 of Title 10, United States Code (U.S.C.).

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SECTION 1: GENERAL ISSUANCE INFORMATION

I.1. APPLICABILITY.

a. 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").

b. Nothing in this issuance should be construed as preventing the Inspector General of the Department of Defense from fulfilling his or her duties pursuant to the Inspector General Act of 1978, as amended, Title 5, U.S.C., Appendix.

SECTION 2: RESPONSIBILITIES AND FUNCTIONS

2.1. **ATSD(PA).** The ATSD(PA) is the Principal Staff Assistant and advisor to the Secretary of Defense and the Deputy Secretary of Defense for DoD news media relations, internal communications, community outreach, public affairs, and audio visual information. In this capacity, the ATSD(PA):

a. Acts as the sole authority for releasing to news media representatives official DoD information, as defined by DoD Directive (DoDD) 5230.09, and visual information materials, including but not limited to, press releases. Evaluates news media requests for DoD support and cooperation, and determines the applicable levels of DoD participation.

b. Acts as the principal spokesperson for the DoD. The ATSD(PA) may designate additional spokespersons, as required.

c. Develops communications policies, plans, and programs in support of DoD objectives and operations.

d. Establishes policy, plans, and programs for:

(1) Conducting installation open houses, DoD aerial demonstrations, official public speaking engagements, presidential wreath laying ceremonies, official musical or ceremonial unit and troop formation activities in the public domain, engagements and public affairs relations with non-DoD organizations, and participation in and support of events organized by non-DoD organizations.

(2) DoD trademark licensing programs that operate in accordance with Section 2260 of Title 10, U.S.C.

(3) Military musical units in accordance with Section 974 of Title 10, U.S.C.

(4) Collaborating with non-DoD entities to develop community and civic events.

(5) DoD assistance to non-government and entertainment-oriented and documentary motion picture, television, and video productions, in accordance with DoD Instruction (DoDI) 5410.16.

(6) Logistical support to non-DoD organizations for community outreach purposes, consistent with DoDI 1000.15. This includes logistical support provided to the national conferences of national military associations in accordance with Section 2558 of Title 10, U.S.C.

e. Ensures a free flow of news and information to the news media, the general public, the internal audiences of the DoD, and other applicable forums, limited only by the security restraints in DoDI 5200.01 and any other applicable statutory and regulatory requirements or exemptions. Public affairs actions involving personally identifiable information must comply with the requirements of DoDD 5400.11 and DoDD 5400.07, as applicable. Sections 5 and 6 of

this issuance guide the DoD regarding principles of and public access to information and media coverage of DoD activities.

f. Ensures comparable access to public information and information technology is provided in compliance with Section 794d of Title 29, U.S.C.

g. Coordinates public affairs activities and plans in support of public diplomacy.

h. Conducts communication, integration, and planning focused on mid- to long-range synchronized communication plans, issues, trends, and objectives of broad scope and importance to DoD Components.

i. Maintains portfolio management expertise for public affairs, communication integration, and visual information to ensure community management and oversight to organize, train, and equip missions across the joint force.

j. Coordinates on deployment orders and advises on the impact of proposed plans and operations.

k. Ensures a consolidated DoD Public Web Program is operated and maintained as the official primary point of access to DoD information on the Internet in accordance with DoDI 8550.01 and other website administration policies and procedures established by the Chief Information Officer of the Department of Defense.

l. Serves as the approval authority for public affairs interactive Internet activities conducted by DoD, consistent with DoDI 8550.01.

m. Conducts formal media analysis to build greater awareness in developing news trends, alert leadership to breaking news, analyze media coverage of DoD policies and views, and compile data on coverage of DoD policies and views.

n. Provides oversight and ensures compliance with DoD visual information policies and procedures.

o. Monitors, evaluates, and develops public affairs systems, standards, and procedures for the administration and management of DoD-approved policies, plans, and programs.

p. Issues public affairs guidance to the DoD Components.

q. Participates with the Under Secretary of Defense for Policy, the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense, and the Director of Cost Assessment and Program Evaluation, in Planning, Programming, Budgeting, and Execution activities, as required.

r. Promotes public affairs coordination, cooperation, and mutual understanding between DoD and other government organizations, in areas of assigned responsibility.

s. Serves as liaison to boards, committees, and other groups, and represents the Secretary of Defense outside of the DoD.

t. Prepares speeches, public statements, congressional testimony, articles for publication, and other materials for public release by the Office of the Secretary of Defense.

u. In coordination with the Chief Information Officer of the Department of Defense:

(1) Oversees implementation of policies that ensure the quality of information disseminated to the public by DoD in accordance with Office of Management and Budget Guidelines, pages 8452-8460 of Volume 67, Federal Register, the guidance in the February 10, 2003 Deputy Secretary of Defense Memorandum "Ensuring Quality of Information Disseminated to the Public by the Department of Defense," and DoD's Information Quality Guidelines website.

(2) Receives and resolves complaints concerning information disseminated by the Secretary and Deputy Secretary of Defense.

(3) Compiles the DoD annual Information Quality Report to the Office of Management and Budget.

v. Receives, analyzes, and replies to inquiries on DoD policies, programs, and activities, from the general public. Prepares, and provides to the referring office, replies to inquiries from the general public that are forwarded from Congress and other Executive Branch agencies.

w. Serves as the final policy authority for all public activities of military musical and ceremonial units, troop formations, official speakers and DoD representatives, equipment demonstrations and displays, and aerial and jump team demonstrations for community outreach purposes. This includes support for recruiting operations when support is part of a larger community outreach event. It does not apply to recruiting efforts that are restricted to events such as school assemblies and clinics.

x. Evaluates, coordinates, approves, and provides policy guidance on:

(1) Requests for DoD support and cooperation in programs involving relations with the public, national associations, and non-governmental organizations, consistent with DoDI 5410.19. Such programs include, but are not limited to, those involving DoD participation in national and international events in the United States and U.S. territories, such as Presidential Inaugurations, International Olympics, and other events receiving national media coverage.

(2) Requests for using visual information depicting DoD material, equipment, personnel, and official military-specific uniforms and insignia for non-federal commercial purposes, including, but not limited to, advertising, marketing and promotions.

(3) Requests by news media representatives or other non-DoD personnel for travel in military carriers for public affairs purposes, in accordance with DoDI 5122.08.

(4) All proposed DoD public affairs guidance, plans, and annexes.

y. Provides DoD assistance to non-government and entertainment-oriented and documentary motion picture, television, and video productions, consistent with DoDI 5410.16.

z. Plans and carries out the Secretary of Defense's Joint Civilian Orientation Conference and outreach roundtables and meetings with business and industry organizations, veterans' service organizations, military service organizations, and other organizations that support the mission, goals, and priorities of the DoD.

aa. Reviews major policy speeches before all public engagements by senior Defense officials.

ab. Develops, coordinates, and oversees the implementation of public affairs policy and plans for DoD participation in activities supporting U.S. international public affairs programs, in coordination with appropriate DoD officials.

ac. Ensures that public affairs policies and programs are designed and managed to improve performance standards, economy, and efficiency, and that the Defense Media Activity is attentive and responsive to the requirements of their organizational customers, inside and outside the DoD.

ad. Performs other duties the Secretary or Deputy Secretary of Defense may prescribe.

SECTION 3: RELATIONSHIPS

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

a. **Reports directly to the Secretary of Defense.**

b. Exercises authority, direction, and control over the Director, Defense Media Activity, consistent with DoDD 5105.74.

c. Coordinates and exchanges information with other OSD officials, DoD Component heads, and federal agencies having collateral or related responsibilities and functions.

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

e. Liaises with and assists representatives of the news media, non-government and entertainment-oriented industry, and members of the public seeking information on the responsibilities and functions assigned in this issuance.

3.2. OTHER OSD OFFICIALS AND DOD COMPONENT HEADS. The other OSD officials and DoD Component heads will coordinate with the ATSD(PA) on all matters under their purview related to the authorities, responsibilities, and functions assigned in this issuance.

SECTION 4: AUTHORITIES

4.1. ATSD(PA). Under the authority vested in the Secretary of Defense, and subject to his or her authority, direction, and control, and in accordance with DoD policies and issuances, the ATSD(PA) is hereby delegated authority to exercise, within his or her assigned responsibilities and functions, all authority of the Secretary of Defense derived from statute, Executive order, or interagency agreement, except where specifically limited by statute or Executive order to the Secretary of Defense, and is delegated authority to:

a. Establish DoD policy in DoDIs within the scope of the authorities and responsibilities assigned in this issuance, including authority to identify collateral responsibilities of OSD officials and DoD Component heads. Such instructions will be fully coordinated in accordance with DoDI 5025.01. In areas of assigned responsibilities and functions, the ATSD(PA) has authority to issue other DoDIs, DoD manuals, and one-time directive-type memorandums, consistent with DoDI 5025.01, that implement policies approved by the Secretary of Defense. Instructions to the Military Departments will be issued through the Secretary of the Military Department concerned. Instructions to the Combatant Commands on public affairs matters will be issued directly to the Combatant Commanders. DoDIs that have operational implications must be coordinated with the Chairman of the Joint Chiefs of Staff.

b. Obtain reports and information, consistent with DoDI 8910.01, to carry out assigned responsibilities and functions, as necessary.

c. Communicate directly with the DoD Component heads to perform assigned responsibilities and functions, including requests for advice and assistance, as necessary. Communications to the Military Departments are 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 will be in accordance with Paragraph 4.b.(3) above the signature of DoDD 5100.01.

d. Communicate with other U.S. Government officials, members of the public, and representatives of foreign governments, as appropriate, in carrying out assigned responsibilities and functions. Communications with representatives 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 will be coordinated with the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense and be consistent with the DoD Legislative Program.

e. Establish arrangements for DoD participation in non DoD governmental programs for which the ATSD(PA) is assigned primary DoD oversight.

f. Be the focal point to foster and further good relations with national-level sports leagues and organizations with oversight authority of individual teams for official DoD outreach activities. Provides oversight of joint service representation and DoD messaging during participation at sporting events that may garner national or international media interest.

g. Act as the DoD's sole agent for the release of official DoD information, as defined by DoDD 5230.09, including, but not limited to press releases, for dissemination through any form of public information media.

h. Serve as the focal point at the seat of government for organizing formal communications with the headquarters offices of the veterans associations, national military organizations, and other associations and entities as defined in DoDI 5410.19.

i. Establish criteria for accrediting media members and serve as the approving and issuing authority for credentials for news gathering media representatives traveling with and providing coverage of official DoD activities.

j. Approve DoD, including the military, participation in community outreach efforts, public exhibitions, demonstrations, and ceremonies of national or international significance.

k. Redelegate these authorities, as appropriate, and in writing, except as otherwise indicated in this issuance or prohibited by law.

SECTION 5: PRINCIPLES OF INFORMATION

5.1. It is the policy of the Department of Defense to make available timely and accurate information so that the public, Congress, and the news media may assess and understand the facts about national security and defense strategy. Requests for information from organizations and private citizens will be answered in a timely manner. In carrying out the policy, the following principles of information will apply:

- a. Information will be made fully and readily available, consistent with the statutory requirements, unless its release is precluded by current and valid security classification. The provisions of Section 552 of Title 5, U.S.C., also known as the "Freedom of Information Act," will be supported in both letter and spirit.
- b. A free flow of general and military information will be made available, without censorship or propaganda, to the Service members and their dependents.
- c. Information will not be classified or otherwise withheld to protect the U.S. Government from criticism or embarrassment.
- d. Information will be withheld only when disclosure would adversely affect national security, threaten the safety or privacy of Service members, or if otherwise authorized by statute or regulation.
- e. The DoD's obligation to provide the public with information on its major programs may require detailed public affairs planning and coordination within the DoD and with other government agencies. The sole purpose of such activity is to expedite the flow of information to the public; propaganda has no place in DoD public affairs programs.

SECTION 6: PRINCIPLES FOR NEWS MEDIA COVERAGE OF DoD OPERATIONS

6.1. Open and independent reporting will be the principal means of covering U.S. military operations.

- a. Media pools are not the standard means of covering U.S. military operations. Sometimes media pools provide the only means of early access to a military operation. In this case, media pools should be as large as possible and disbanded at the earliest opportunity (within 24 to 36 hours, when possible). The arrival of early-access media pools will not cancel the principle of independent coverage for journalists already in the area.
- b. Even under conditions of open coverage, pools may be applicable for specific events, such as those at extremely remote locations or where space is limited.
- c. Journalists in a combat zone must be credentialed by the U.S. military and be required to abide by a clear set of military security ground rules that protect U.S. Military Services and their operations. Violation of the ground rules may result in suspension of credentials and expulsion from the combat zone of the journalist involved. News organizations will make their best efforts to assign experienced journalists to combat operations and to make them familiar with U.S. military operations.
- d. Journalists will be provided access to all major military units. Special operations restrictions may limit access in some cases.
- e. Military public affairs officers should act as liaisons, but should not interfere with the reporting process.
- f. Under conditions of open coverage, field commanders should be instructed to permit journalists to ride on military vehicles and aircraft when possible. The military will be responsible for the transportation of media pools.
- g. Consistent with its capabilities, the military will supply public affairs officers with facilities to enable timely, secure, compatible transmission of pool material and will make those facilities available, when possible, for filing independent coverage. If U.S. Government facilities are unavailable, journalists must file by any other means available. The military will not ban communications systems operated by news organizations, but electromagnetic operational security in battlefield situations may require limited restrictions on the use of such systems.

GLOSSARY

G.1. ACRONYMS.

ATSD(PA)	Assistant to the Secretary of Defense for Public Affairs
DoDD	DoD directive
DoDI	DoD instruction
U.S.C.	United States Code

G.2. DEFINITIONS.

media pool. For the purposes of this issuance, limited number of news media who represent a larger number of news media organizations for news gatherings and sharing of material during a specified activity.

REFERENCES

- Deputy Secretary of Defense Memorandum. "Ensuring Quality of Information Disseminated to the Public by the Department of Defense." February 10, 2003
- DoD Directive 5100.01. "Functions of the Department of Defense and Its Major Components." December 21, 2010
- DoD Directive 5105.74. "Defense Media Activity." December 18, 2007
- DoD Directive 5230.09. "Clearance of DoD Information for Public Release." August 22, 2008, as amended
- DoD Directive 5400.07. "DoD Freedom of Information Act (FOIA) Program." January 2, 2008
- DoD Directive 5400.11. "DoD Privacy Program." October 29, 2014
- DoD Instruction 1000.15. "Procedures and Support for Non-Federal Entities Authorized to Operate on DoD Installations." October 24, 2008
- DoD Instruction 5025.01. "DoD Issuances Program." August 1, 2016, as amended
- DoD Instruction 5122.08. "Use of DoD Transportation Assets for Public Affairs Purposes." December 17, 2014
- DoD Instruction 5200.01. "DoD Information Security Program and Protection of Sensitive Compartmented Information (SCI)." April 21, 2016
- DoD Instruction 5410.16. "DoD Assistance to Non-Government. Entertainment-Oriented Media." July 31, 2015
- DoD Instruction 5410.19. "Public Affairs Community Relations Policy Implementation." November 13, 2001
- DoD Instruction 8550.01. "DoD Internet Services and Internet-Based Capabilities." September 11, 2012
- DoD Instruction 8910.01. "Information Collection and Reporting." May 19, 2014
- DoD Information Quality Guidelines, <http://www.defense.gov/Resources-DoD-Information-Quality-Guidelines>
- Federal Register, Volume 67, Pages 8452-8460. February 22, 2002
- United States Code, Title 5
- United States Code, Title 10
- United States Code, Title 29

Department of Defense

Active Duty Military Personnel by Rank/Grade

December 31, 2018

Rank/Grade	Services				Total Services
	Army	Navy	Marine Corps	Air Force	
GENERAL -ADMIRAL	13	8	4	11	36
LT GENERAL -VICE ADMIRAL	45	36	21	41	143
MAJ GENERAL -REAR ADMIRAL (U)	114	61	23	89	287
BRIG GENERAL -REAR ADMIRAL (L)	131	111	42	145	429
COLONEL -CAPTAIN	4,111	3,080	641	3,227	11,059
LIEUTENANT COL-COMMANDER	8,716	6,605	1,907	9,748	26,976
MAJOR -LT COMMANDER	14,964	10,474	3,842	13,754	43,034
CAPTAIN -LIEUTENANT	28,295	18,714	6,190	20,580	73,779
1st LIEUTENANT-LIEUTENANT (JG)	12,839	6,664	3,225	6,971	29,699
2nd LIEUTENANT-ENSIGN	7,635	7,101	3,462	7,884	26,082
CHIEF WARRANT OFFICER W-5	610	84	114	0	808
CHIEF WARRANT OFFICER W-4	2,006	397	307	0	2,710
CHIEF WARRANT OFFICER W-3	3,926	685	626	0	5,237
CHIEF WARRANT OFFICER W-2	5,294	598	763	0	6,655
WARRANT OFFICER W-1	2,390	0	287	0	2,677
TOTAL OFFICER	91,089	54,618	21,454	62,450	229,611
E-9	3,503	2,633	1,603	2,613	10,352
E-8	10,556	6,601	3,814	5,149	26,120
E-7	36,070	21,256	8,783	25,773	91,882
E-6	54,667	51,009	15,422	39,867	160,965
E-5	67,540	69,764	25,956	60,850	224,110
E-4	102,196	52,287	35,891	52,616	242,990
E-3	49,608	40,680	43,041	54,990	188,319
E-2	27,459	15,635	19,032	6,633	68,759
E-1	20,048	13,094	10,834	10,444	54,420
TOTAL ENLISTED	371,647	272,959	164,376	258,935	1,067,917
CADETS-MIDSHIPMEN	4,530	4,435	0	4,238	13,203
GRAND TOTAL	467,266	332,012	185,830	325,623	1,310,731

Number of Military and DoD Appropriated Fund (APF) Civilian Personnel Permanently Assigned

By Duty Location and Service/Component

As of December 31, 2018

Sources: Active Duty Master File, Reserve Common Components Personnel Data System (RCCPDS) File, Appropriated Fund (APF) Civilian Master File

LOCATION	LOCATION STATE / COUNTRY	ACTIVE DUTY						NATIONAL GUARD / RESERVE						APF DOD CIVILIAN						GRAND TOTAL		
		ARMY	NAVY	MARINE CORPS	AIR FORCE	COAST GUARD	TOTAL	ARMY NATIONAL GUARD	ARMY RESERVE	NAVY RESERVE	MARINE CORPS RESERVE	AIR NATIONAL GUARD	AIR FORCE RESERVE	COAST GUARD RESERVE	TOTAL	ARMY	NAVY	MARINE CORPS	AIR FORCE		4TH ESTATE (DOD)	TOTAL
UNITED STATES	ALABAMA	4,481	80	147	2,917	936	8,561	9,799	4,753	285	605	2,387	1,422	108	19,359	17,961	105	5	2,439	3,463	23,973	61,893
	ALASKA	10,246	47	19	7,115	1,984	19,411	1,617	336	72	59	2,154	348	40	4,626	2,286	6	0	2,358	294	4,944	28,981
	ARIZONA	4,389	390	4,211	10,264	5	19,289	5,147	3,404	1,019	573	2,485	2,439	1	16,068	3,760	185	472	3,251	1,192	8,860	43,187
	ARKANSAS	126	10	135	3,281	20	3,572	6,585	1,648	142	120	1,913	407	0	10,815	2,299	8	0	1,030	95	3,432	17,819
	ARMED FORCES EUROPE	0	0	0	0	0	0	0	1,236	0	0	0	0	0	1,236	0	0	0	0	0	0	1,236
	ARMED FORCES PACIFIC	0	0	0	0	0	0	0	397	0	0	0	0	0	397	0	0	0	0	0	0	397
	CALIFORNIA	6,991	72,322	57,010	18,209	4,800	169,332	13,337	16,079	8,619	5,460	4,728	7,518	804	66,545	8,898	33,940	4,556	9,756	5,964	63,114	278,991
	COLORADO	25,488	758	212	8,722	43	35,223	3,683	3,595	996	493	1,633	3,180	16	13,596	4,402	82	3	5,427	1,424	11,338	60,167
	CONNECTICUT	111	5,500	63	38	627	6,339	3,517	1,219	445	277	1,196	1	78	6,733	488	1,145	0	233	633	2,499	15,571
	DELAWARE	65	22	20	3,363	45	3,515	1,540	517	133	150	1,104	1,519	10	4,973	241	4	2	1,013	109	1,369	9,857
	DISTRICT OF COLUMBIA	1,611	2,487	2,195	1,780	1,758	9,831	1,245	465	48	638	1,313	249	153	4,111	1,358	10,358	26	344	771	12,857	26,799
	FLORIDA	5,727	27,811	3,940	23,206	5,073	65,757	9,134	10,355	6,179	1,650	2,179	6,578	806	36,881	3,756	12,940	281	12,251	2,219	31,447	134,085
	GEORGIA	46,786	5,955	1,310	9,269	503	63,823	10,841	7,633	1,495	745	2,819	3,099	62	26,694	11,810	2,500	1,907	14,924	3,012	34,153	124,670
	HAWAII	16,094	13,781	7,058	5,111	1,212	43,256	2,938	2,395	667	292	2,280	728	134	9,434	5,184	10,557	616	1,544	1,202	19,103	71,793
	IDAHO	59	40	35	3,373	4	3,511	3,084	748	179	119	1,385	28	0	5,541	696	74	0	736	45	1,581	10,603
	ILLINOIS	963	14,293	408	4,363	144	20,171	10,035	6,288	1,969	1,328	2,969	1,478	75	24,140	6,854	1,023	31	3,493	1,156	12,557	56,868
	INDIANA	568	111	197	96	36	1,008	11,164	2,771	384	636	1,939	1,573	8	18,475	1,997	3,750	276	834	4,526	11,383	30,866
	IOWA	100	17	72	30	36	265	6,603	1,987	157	152	1,845	0	0	10,744	986	5	1	467	59	1,518	12,517
	KANSAS	18,346	76	98	3,132	84	21,736	4,300	2,567	132	190	2,148	724	17	10,078	5,455	3	0	1,062	328	6,848	38,662
	KENTUCKY	30,810	7	93	233	160	31,303	6,443	4,102	299	241	1,266	4	46	12,401	8,597	20	3	312	960	9,892	63,596
	LOUISIANA	8,071	393	726	5,274	1,246	15,710	9,839	1,944	1,167	1,243	1,536	1,394	125	17,240	3,331	549	225	1,602	255	5,962	38,920
	MAINE	49	54	19	8	700	830	1,903	327	102	165	1,148	0	58	3,703	279	6,925	0	305	769	8,278	12,811
	MARYLAND	8,313	9,711	1,719	8,340	955	29,038	4,548	5,943	3,798	590	1,928	1,831	166	18,004	16,556	17,371	108	3,013	8,203	45,251	93,093
	MASSACHUSETTS	405	382	228	1,113	1,677	3,806	5,835	3,459	297	834	2,230	1,995	373	15,023	2,249	156	6	3,187	807	6,405	25,233
	MICHIGAN	442	226	194	112	1,142	2,116	8,112	2,846	912	942	2,428	1	84	15,325	7,010	32	9	780	1,600	9,431	26,872
	MINNESOTA	168	121	124	48	136	597	10,881	2,900	610	448	2,300	1,376	24	18,539	1,325	19	1	860	165	2,370	21,506
	MISSISSIPPI	489	5,073	477	6,026	258	12,323	9,402	1,806	596	96	2,655	1,567	118	16,240	3,682	2,499	0	2,445	306	8,932	37,496
	MISSOURI	8,221	272	1,445	4,085	191	14,214	9,198	4,580	1,214	764	2,292	1,055	84	19,187	5,510	47	110	1,272	661	7,600	41,001
	MONTANA	59	8	25	3,191	0	3,283	2,423	646	119	72	946	25	0	4,231	472	0	0	801	42	1,315	8,829
	NEBRASKA	161	373	78	5,642	18	6,272	3,154	1,172	273	153	997	320	0	6,069	1,325	41	3	2,571	103	4,043	16,384
	NEVADA	169	949	61	10,031	0	11,210	3,086	1,426	448	202	1,176	1,262	0	7,600	455	280	0	1,584	161	2,480	21,290
	NEW HAMPSHIRE	55	863	23	154	171	1,266	1,552	983	269	194	1,139	1	6	4,144	442	10	2	373	170	997	6,407
	NEW JERSEY	624	468	382	4,701	1,523	7,698	5,935	3,989	1,270	1,208	2,410	2,300	205	17,317	5,130	2,429	10	1,899	585	10,053	35,068
	NEW MEXICO	387	73	62	12,022	5	12,549	2,722	756	224	88	1,010	226	0	5,026	2,248	108	0	3,582	378	6,316	23,891
	NEW YORK	17,113	1,519	638	388	1,050	20,708	9,914	8,072	1,782	1,824	5,638	1,299	377	28,906	6,919	100	32	2,124	1,942	11,117	60,731
	NORTH CAROLINA	45,129	4,525	45,399	6,686	1,723	103,462	9,593	6,056	1,214	1,056	1,432	1,595	191	21,137	10,411	4,990	2,716	1,211	2,533	21,861	146,460
	NORTH DAKOTA	21	5	15	7,314	0	7,355	2,892	219	60	53	1,105	33	0	4,362	447	2	1	1,127	62	1,639	13,366
	OHIO	534	261	287	5,382	406	6,870	11,387	5,454	1,315	1,011	5,115	3,592	224	28,098	1,486	103	3	14,931	9,500	26,023	60,991
	OKLAHOMA	10,769	1,426	539	7,134	20	19,888	6,524	1,990	460	335	2,242	1,835	0	13,386	5,521	134	8	17,365	1,773	24,801	58,075
	OREGON	120	147	117	151	1,097	1,632	5,450	520	481	352	2,330	116	96	9,345	2,345	22	2	660	20	3,049	14,026
	PENNSYLVANIA	992	614	399	218	335	2,558	14,407	7,410	923	1,360	4,090	1,248	122	29,560	8,410	7,035	19	1,123	8,002	24,569	56,707
	RHODE ISLAND	139	2,436	222	67	327	3,191	1,919	504	608	100	1,055	2	51	4,239	230	4,334	2	212	102	4,880	12,310
	SOUTH CAROLINA	7,720	7,258	10,099	8,458	847	34,382	9,139	3,926	582	390	1,272	2,183	145	17,647	3,508	3,568	742	2,003	732	10,553	62,582
	SOUTH DAKOTA	71	2	10	3,344	0	3,427	3,151	312	88	0	1,123	17	0	4,691	494	1	0	803	43	1,341	9,459
	TENNESSEE	374	1,370	168	165	165	2,242	8,901	3,571	1,259	725	3,423	5	48	17,932	3,121	1,226	3	1,117	508	6,975	26,149
	TEXAS	72,872	6,176	2,155	37,935	1,771	120,909	17,581	17,995	5,506	3,271	3,322	5,914	330	63,919	24,767	1,370	30	16,349	4,501	47,017	221,845
	UTAH	177	38	96	4,015	0	4,326	5,475	3,055	405	236	1,451	1,418	0	12,040	1,799	46	2	12,103	1,100	15,050	31,416
	VERMONT	56	6	7	55	38	162	2,337	128	58	0	949	0	0	3,472	258	2	0	263	28	551	4,185
	VIRGINIA	23,963	76,300	10,999	12,155	4,122	127,539	7,031	7,801	5,038	1,936	1,418	1,924	420	25,568	17,892	41,502	5,178	6,156	24,606	95,334	248,441
	WASHINGTON	26,539	25,046	782	6,243	2,075	60,685	5,423	5,681	2,297	665	2,013	1,843	311	18,233	9,372	19,588	4	1,499	1,228	31,691	110,609
WEST VIRGINIA	67	3	38	26	68	202	4,050	1,903	73	85	2,156	0	11	8,278	1,202	2	0	467	36	1,707	10,187	
WISCONSIN	454	47	124	101	302	1,028	7,056	3,981	403	471	2,329	0	83	14,323	1,829	67	2	543	111	2,552	17,903	
WYOMING	32	1	10	3,115	0	3,158	1,507	64	72	0	1,211	50	0	2,904	243	2	0	843	35	1,123	7,185	
UNKNOWN	5,877	0	0	0	0	5,877	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,877	
UNITED STATES TOTAL	413,693	289,853	154,890	268,201	39,838	1,166,375	323,339	183,914	67,153	34,597	105,612	67,718	6,010	778,343	237,296	191,265	17,397	166,647	98,519	711,124	2,655,842	
AFGHANISTAN*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	73	73
AKROTIRI	1	1	0	2	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	4
ALBANIA	3	3	0	0	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6	6
ALGERIA	3	0	1	0	0	4	0	297	0	0	0	0	0	297	19	0	0	0	0	0	19	320
AMERICAN SAMOA	3	0	9	2	0	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	14	14
ANGOLA	1	5	8	9	1																	

LOCATION	LOCATION STATE / COUNTRY	ACTIVE DUTY						NATIONAL GUARD / RESERVE						APF DOD CIVILIAN					GRAND TOTAL			
		ARMY	NAVY	MARINE CORPS	AIR FORCE	COAST GUARD	TOTAL	ARMY NATIONAL GUARD	ARMY RESERVE	NAVY RESERVE	MARINE CORPS RESERVE	AIR NATIONAL GUARD	AIR FORCE RESERVE	COAST GUARD RESERVE	TOTAL	ARMY	NAVY	MARINE CORPS		AIR FORCE	4TH ESTATE (DOD)	TOTAL
BAHRAIN		20	3,319	697	23	317	4,376	0	0	16	1	0	0	0	17	18	314	0	1	154	487	4,880
BANGLADESH		4	0	1	1	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6
BARBADOS		1	0	7	1	1	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10
BELGIUM		661	40	9	363	1	1,074	0	0	0	0	0	6	6	367	1	0	0	11	334	733	1,813
BELIZE		1	1	7	2	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	11
BOLIVIA		2	0	10	1	0	13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13
BOSNIA AND HERZEGOVINA		1	0	0	1	0	2	0	0	0	0	0	0	0	1	0	0	0	0	0	1	3
BOTSWANA		4	0	8	4	0	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16
BRAZIL		9	7	25	10	1	52	0	0	0	0	0	0	0	4	2	0	1	0	0	7	59
BRITISH ATLANTIC OCEAN TERRITORY		0	0	0	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
BRITISH INDIAN OCEAN TERRITORY		0	260	0	37	0	297	0	0	0	0	0	0	0	0	3	0	0	0	0	0	300
BRUNEI		0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
BULGARIA		3	4	0	4	0	11	0	0	0	0	1	0	1	15	0	0	2	0	0	17	29
BURKINA FASO		0	0	1	3	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4
BURMA		4	1	0	1	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6
BURUNDI		0	0	9	3	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	12
CAMBODIA		3	0	1	0	0	4	0	0	0	0	0	0	0	0	1	0	0	0	0	1	20
CAMEROON		8	0	10	1	0	19	0	0	0	0	0	0	0	0	4	0	1	24	31	173	
CANADA		7	42	13	76	4	142	0	0	0	0	0	0	0	2	0	0	1	0	0	0	2
CENTRAL AFRICAN REPUBLIC		0	0	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
CHAD		4	0	0	1	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5
CHILE		5	8	12	11	0	36	0	0	0	0	1	0	1	3	1	0	2	1	7	44	
CHINA		8	4	5	0	1	18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	18
COLOMBIA		23	5	17	15	3	63	0	0	0	0	0	0	0	15	2	0	1	1	19	82	
CONGO (BRAZZAVILLE)		4	0	7	0	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	11
CONGO (KINSHASA)		2	0	13	1	0	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16
COSTA RICA		1	1	5	0	1	8	0	0	1	0	0	0	1	2	0	0	0	0	0	0	8
COTE D'IVOIRE		3	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
CROATIA		1	1	0	1	0	3	0	0	0	0	0	0	0	1	0	0	0	0	0	1	4
CUBA		155	572	93	0	7	827	0	0	0	0	0	0	0	13	192	0	0	72	277	1,104	
CYPRUS		6	0	1	10	0	17	0	0	0	0	0	0	0	0	1	0	0	0	0	1	18
CZECHIA		3	0	1	3	0	7	0	0	0	0	0	0	0	0	1	0	0	0	0	1	8
DENMARK		2	2	0	5	0	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9
DJIBOUTI		1	0	20	1	0	22	0	0	0	0	0	0	0	0	0	0	0	1	3	25	
DOMINICAN REPUBLIC		9	1	9	2	2	23	0	0	0	0	0	0	0	5	0	0	0	0	0	5	28
ECUADOR		13	2	15	3	1	34	0	0	0	0	0	0	0	2	0	0	0	0	0	2	36
EGYPT		264	12	1	23	0	300	0	0	0	0	0	0	0	6	2	0	5	0	0	13	313
EL SALVADOR		6	32	14	2	1	55	0	0	4	0	0	0	4	2	1	0	0	0	0	3	62
ESTONIA		1	0	0	1	0	2	0	0	0	0	0	0	0	2	0	0	0	0	0	2	4
ETHIOPIA		5	2	8	3	0	18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	18
FIJI		0	2	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
FINLAND		4	4	2	5	0	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15
FRANCE		24	9	4	18	0	55	0	0	0	0	0	0	0	4	2	0	6	0	0	12	67
GABON		2	1	6	1	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10
GAMBIA, THE		0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
GEORGIA		2	0	3	1	0	6	0	0	0	0	0	0	0	5	0	0	1	1	7	13	
GERMANY		20,898	391	1,216	12,703	12	35,220	0	11	116	10	303	0	440	5,733	31	25	1,141	4,139	11,069	46,729	
GHANA		4	3	3	2	0	12	0	0	0	0	0	0	0	0	1	0	0	0	0	2	14
GREECE		9	378	1	22	0	410	0	0	0	0	0	0	0	3	80	0	0	0	0	83	493
GREENLAND		0	0	0	147	0	147	0	0	0	0	1	0	1	0	0	1	0	0	0	1	149
GUAM		192	3,975	27	2,048	0	6,242	1,116	481	227	0	392	252	2,468	151	1,354	6	113	614	2,238	10,948	
GUATEMALA		20	1	8	2	0	31	0	0	0	0	0	0	0	3	1	0	0	0	0	4	35
GUINEA		4	0	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4
GUYANA		1	1	8	0	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10
HAITI		3	0	9	0	2	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	14
HONDURAS		224	3	22	150	1	400	0	0	0	0	0	0	0	20	1	0	0	0	0	21	421
HONG KONG		3	11	2	11	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	27
HUNGARY		5	141	0	59	0	205	0	0	0	0	1	0	1	3	0	0	1	0	0	4	210
ICELAND		0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	2
INDIA		5	7	0	8	0	20	0	0	0	0	0	0	0	0	0	0	1	0	0	1	21
INDONESIA		2	11	2	2	0	17	0	0	0	1	0	0	1	1	1	0	0	0	0	2	20
IRAQ*		1	0	1	1	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
IRELAND		32	7	2	12	0	53	0	0	0	0	0	0	0	15	1	0	2	4	22	76	
ISRAEL		4,067	4,031	436	4,455	2	12,991	0	0	36	0	32	0	68	623	792	0	153	883	2,451	15,510	
ITALY		1	1	7	0	2	11	0	0	0	0	0	0	0	2	0	0	0	0	0	2	13
JAMAICA		1	1	7	0	2	11	0	0	0	0	0	0	0	2	0	0	0	0	0	2	13
JAPAN		2,659	20,722	20,827	11,988	17	56,213	0	0	78	87	1	81	247	735	1,687	582	759	3,142	6,906	63,366	
JORDAN		14	2	50	1	0	67	0	0	0	0	0	0	0	2	1	0	2	0	0	5	72
KAZAKHSTAN		4	1	0	13	0	18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	18
KENYA		24	3	14	5	0	46	0	0	1	0	0	0	1	0	1	0	0	0	0	1	48

LOCATION	LOCATION STATE / COUNTRY	ACTIVE DUTY						NATIONAL GUARD / RESERVE						APF DOD CIVILIAN						GRAND TOTAL		
		ARMY	NAVY	MARINE CORPS	AIR FORCE	COAST GUARD	TOTAL	ARMY NATIONAL GUARD	ARMY RESERVE	NAVY RESERVE	MARINE CORPS RESERVE	AIR NATIONAL GUARD	AIR FORCE RESERVE	COAST GUARD RESERVE	TOTAL	ARMY	NAVY	MARINE CORPS	AIR FORCE		4TH ESTATE (DOD)	TOTAL
OVERSEAS	KOREA, SOUTH	17,676	290	186	8,158	1	26,311	0	0	3	4	0	54	0	61	1,830	37	6	226	918	3,017	29,389
	KUWAIT	690	3	1,110	37	0	1,840	0	0	1	0	1	0	2	163	0	0	8	21	192	2,034	
	KYRGYZSTAN	1	0	0	3	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	4	
	LAOS	3	1	1	0	0	5	0	0	0	0	0	0	0	0	0	0	0	2	2	7	
	LATVIA	2	0	2	2	0	6	0	0	0	0	0	0	0	3	0	0	0	0	3	9	
	LEBANON	2	0	11	2	0	15	0	0	0	0	0	0	0	0	0	0	0	0	0	15	
	LIBERIA	2	0	2	0	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0	6	
	LIBYA	1	0	6	0	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	7	
	LITHUANIA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	2	2	
	LUXEMBOURG	0	0	0	0	0	0	0	0	0	0	0	0	0	22	0	0	0	0	22	22	
	MACEDONIA	4	0	1	2	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	7	
	MADAGASCAR	0	2	7	2	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0	11	
	MALAWI	2	0	7	0	0	9	0	0	0	0	0	0	0	0	0	0	0	0	0	9	
	MALAYSIA	2	3	1	3	0	9	0	0	0	0	0	0	0	0	0	3	0	0	3	12	
	MALI	5	0	5	2	0	12	0	0	0	0	0	0	0	1	0	0	0	0	1	13	
	MALTA	0	3	0	1	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0	5	
	MARSHALL ISLANDS	17	0	0	0	0	17	0	0	0	0	0	0	0	72	0	0	0	0	72	89	
	MAURITANIA	1	0	0	2	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3	
	MAURITIUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1	
	MEXICO	13	5	40	5	2	65	0	0	0	0	0	0	0	1	0	0	10	0	11	76	
	MOLDOVA	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
	MONGOLIA	4	0	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	4	
	MOROCCO	3	3	2	7	0	15	0	0	0	0	0	0	0	3	1	0	1	1	6	21	
	MOZAMBIQUE	0	0	9	2	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0	11	
	NAMIBIA	1	0	8	1	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0	10	
	NEPAL	4	0	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	4	
	NETHERLANDS	136	29	2	213	31	411	0	0	0	0	0	0	0	80	0	0	2	129	211	622	
	NEW ZEALAND	2	2	2	1	0	7	0	0	0	0	0	0	0	0	1	0	1	2	4	11	
	NICARAGUA	2	0	6	1	0	9	0	0	0	0	0	0	0	1	0	0	0	0	1	10	
	NIGER	3	0	1	3	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	7	
	NIGERIA	3	2	0	4	0	9	0	0	0	0	0	0	0	2	0	0	0	0	2	11	
	NORTHERN MARIANA ISLANDS	1	0	1	0	0	2	0	72	0	0	0	0	72	2	3	0	0	0	5	79	
	NORWAY	27	5	549	37	1	619	0	0	0	0	0	0	0	1	1	0	3	0	5	624	
	OMAN	3	3	6	5	0	17	0	0	1	0	0	0	1	1	0	0	2	1	4	22	
	PAKISTAN	7	3	3	18	0	31	0	0	0	0	0	0	0	0	0	0	0	0	0	31	
	PANAMA	17	4	8	0	3	32	0	0	0	0	0	0	0	5	1	0	1	0	7	39	
	PAPUA NEW GUINEA	0	0	3	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3	
	PARAGUAY	5	0	9	1	0	15	0	0	0	0	0	0	0	2	0	0	0	0	2	17	
	PERU	7	18	16	5	0	46	0	0	0	0	0	0	0	5	5	0	0	0	10	56	
	PHILIPPINES	9	10	123	9	1	152	0	0	0	0	0	0	0	1	9	0	4	1	15	167	
	POLAND	45	82	4	27	0	158	0	0	0	0	0	0	0	8	7	0	0	1	16	174	
	PORTUGAL	3	45	1	181	0	230	0	0	0	0	0	0	0	3	1	0	2	0	6	236	
	PUERTO RICO	93	27	22	18	0	160	5,908	4,273	235	0	1,101	0	11,517	1,164	24	0	306	587	2,081	13,758	
	QATAR	257	3	25	236	0	521	0	0	0	0	0	0	0	50	0	0	5	3	58	579	
	ROMANIA	5	90	4	12	0	111	0	0	0	0	0	0	0	34	7	0	2	0	43	154	
	RUSSIA	3	2	1	1	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	7	
	RWANDA	2	0	8	1	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0	11	
	SAUDI ARABIA	214	21	22	55	10	322	0	0	1	0	0	0	1	177	1	0	14	29	221	544	
	SENEGAL	3	2	2	1	0	8	0	0	0	0	0	0	0	0	1	0	0	0	1	9	
	SERBIA	2	0	0	5	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	7	
	SIERRA LEONE	2	0	1	2	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	5	
	SINGAPORE	8	168	8	18	6	208	0	0	0	0	0	0	0	3	152	0	0	20	175	383	
	SLOVAKIA	1	0	1	2	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	4	
	SLOVENIA	0	0	0	2	0	2	0	0	0	0	0	0	0	1	0	0	0	0	1	3	
	SOMALIA	0	1	64	0	0	65	0	0	0	0	0	0	0	0	0	0	0	0	0	65	
	SOUTH AFRICA	5	3	35	3	0	46	0	0	0	0	0	0	0	0	1	0	0	1	2	48	
	SOUTH SUDAN	1	0	16	0	0	17	0	0	0	0	0	0	0	0	0	0	0	0	0	17	
	SPAIN	27	2,488	469	362	0	3,346	0	0	3	0	0	2	5	2	239	0	9	162	412	3,763	
	SRI LANKA	0	4	3	0	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	7	
	SUDAN	2	0	16	0	0	18	0	0	0	0	0	0	0	0	0	0	0	0	0	18	
	SURINAME	1	1	0	2	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	4	
	SWAZILAND	0	0	7	0	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	7	
	SWEDEN	1	2	0	4	1	8	0	0	0	0	0	0	0	0	0	0	0	0	0	8	
	SWITZERLAND	24	0	1	3	0	28	0	0	0	0	0	0	0	0	0	0	0	0	0	28	
	SYRIA*																					
	TAIWAN	0	1	1	4	0	6	0	0	0	0	0	0	0	0	1	0	0	12	13	19	
	TAJIKISTAN	4	0	0	1	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	5	
	TANZANIA	3	2	9	0	0	14	0	0	0	0	0	0	0	1	0	0	0	0	1	15	
	THAILAND	43	8	225	29	0	305	0	0	0	0	0	0	0	5	3	0	1	3	12	317	
	TRINIDAD AND TOBAGO	1	1	6	0	0	8	0	0	1	0	0	0	1	0	0	0	0	0	0	9	
	TUNISIA	5	3	15	1	0	24	0	0	0	0	0	0	0	1	0	0	0	0	1	25	

LOCATION	LOCATION STATE / COUNTRY	ACTIVE DUTY						NATIONAL GUARD / RESERVE						APF DOD CIVILIAN					GRAND TOTAL			
		ARMY	NAVY	MARINE CORPS	AIR FORCE	COAST GUARD	TOTAL	ARMY NATIONAL GUARD	ARMY RESERVE	NAVY RESERVE	MARINE CORPS RESERVE	AIR NATIONAL GUARD	AIR FORCE RESERVE	COAST GUARD RESERVE	TOTAL	ARMY	NAVY	MARINE CORPS		AIR FORCE	4TH ESTATE (DOD)	TOTAL
	TURKEY	139	6	4	1,532	0	1,681	0	0	0	0	0	0	2	2	6	0	0	30	42	78	1,761
	TURKMENISTAN	0	0	0	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4
	UGANDA	6	0	11	1	0	18	0	0	0	0	0	0	0	0	1	0	0	1	0	2	20
	UKRAINE	12	2	8	5	0	27	0	0	0	0	0	0	0	0	2	0	0	0	3	5	32
	UNITED ARAB EMIRATES	26	16	277	84	0	403	0	0	0	0	0	0	0	5	7	0	0	5	3	20	423
	UNITED KINGDOM	306	204	16	8,570	23	9,119	0	0	0	3	1	86	0	90	30	28	0	491	644	1,193	10,402
	URUGUAY	2	4	7	2	0	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15
	UZBEKISTAN	2	0	1	2	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5
	VENEZUELA	0	0	10	1	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	11
	VIETNAM	0	3	4	0	1	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	11
	VIRGIN ISLANDS, U.S.	3	0	0	0	0	3	634	13	0	0	54	0	0	701	119	0	0	1	0	120	824
	WAKE ISLAND	0	0	0	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4
	YEMEN	3	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
	ZAMBIA	1	0	7	1	0	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9
	ZIMBABWE	3	0	9	0	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	12
	UNKNOWN	104	6	3,743	1,099	838	5,790	0	678	307	3,605	1	4	60	4,655	0	0	0	257	3	260	10,705
OVERSEAS TOTAL		49,517	37,724	30,940	53,184	1,309	172,674	7,658	5,814	927	3,816	1,566	823	60	20,664	11,679	5,025	619	3,595	11,963	32,881	226,219
GRAND TOTAL		463,110	327,577	185,830	321,385	41,147	1,339,049	330,997	189,728	58,080	38,413	107,178	68,541	6,070	799,007	248,975	196,290	18,016	170,242	110,482	744,005	2,882,061

Note: The DMDC data only reflects personnel who are permanently assigned for duty at these locations. The table does not include personnel on temporary duty, or deployed in support of contingency operations.
*With ongoing operations, any questions concerning DoD personnel strength numbers are deferred to OSD Public Affairs/Joint Chiefs of Staff.

Prepared by the Defense Manpower Data Center on February 11, 2019.
DRS # 103763

Table 2-1a: Army Military and Civilian Manpower by Force and Infrastructure Category

Category	FY17 Actual				FY18 Estimate				FY19 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	316.4	483.8	39.8	840.0	322.9	486.2	40.8	849.9	324.4	487.4	41.2	853.0
Deterrence & Protection Forces	0.7	0.0	0.6	1.3	0.8	0.1	1.7	2.6	0.8	0.1	0.9	1.7
Other Forces	8.9	1.0	4.7	14.5	9.9	1.8	5.0	16.7	9.7	2.1	4.9	16.6
Forces Total	325.9	484.8	45.1	855.8	333.5	488.1	47.5	869.1	334.9	489.5	47.0	871.4
Infrastructure												
Force Installations	2.0	0.0	35.9	37.9	1.8	0.0	35.7	37.4	1.8	0.0	35.8	37.6
Communications & Information	1.7	0.0	3.1	4.7	2.5	0.0	3.8	6.3	2.5	0.0	3.7	6.2
Science & Technology Program	0.6	0.0	13.5	14.1	0.6	0.0	9.0	9.6	0.6	0.0	8.8	9.5
Acquisition	2.5	0.1	10.0	12.5	3.4	0.3	11.0	14.7	3.5	0.3	13.5	17.2
Central Logistics	0.9	3.8	37.7	42.5	1.0	3.7	37.2	41.9	1.0	2.9	37.1	41.0
Defense Health Program	25.0	0.0	0.1	25.1	24.6	0.0	0.0	24.6	24.7	0.0	0.0	24.7
Central Personnel Administration	20.2	7.1	7.5	34.8	22.0	7.1	6.9	36.1	22.2	7.1	6.9	36.2
Central Personnel Benefits Programs	1.1	0.0	2.2	3.3	1.1	0.0	2.4	3.5	1.1	0.0	2.3	3.3
Central Training	77.5	19.7	15.9	113.2	67.9	19.4	16.8	104.2	67.1	19.3	16.8	103.1
Departmental Management	8.7	22.0	19.9	50.6	7.6	23.3	24.0	54.9	8.4	23.8	22.5	54.7
Other Infrastructure	5.5	0.3	0.6	6.3	5.4	0.0	0.5	5.9	15.4	0.0	0.5	15.9
Cadets/Midshipmen	4.6	0.0	0.0	4.6	4.6	0.0	0.0	4.6	4.6	0.0	0.0	4.6
Infrastructure Total	150.3	53.1	146.3	349.7	142.5	53.9	147.3	343.7	152.6	53.5	147.8	353.9
Grand Total	476.2	537.9	191.4	1,205.5	476.1	542.0	194.8	1,212.8	487.5	543.0	194.8	1,225.3
Infrastructure as a Percentage of Total	32%	10%	76%	29%	30%	10%	76%	28%	31%	10%	76%	29%

Numbers may not add due to rounding.

in Thousands

Category	FY17 Actual				FY18 Estimate				FY19 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	160.6	19.4	46.9	226.9	165.2	19.4	50.0	234.6	168.2	19.5	50.6	238.3
Deterrence & Protection Forces	6.5	0.1	7.8	14.5	6.6	0.1	7.8	14.5	6.7	0.1	8.0	14.8
Other Forces	15.7	5.7	2.1	23.5	15.2	6.5	2.2	23.9	15.7	6.6	2.4	24.7
Forces Total	182.8	25.2	56.8	264.9	186.9	26.1	60.0	273.0	190.6	26.3	61.0	277.8
Infrastructure												
Force Installations	18.0	6.7	24.6	49.4	17.9	6.7	25.6	50.2	18.0	6.8	25.0	49.8
Communications & Information	5.4	0.7	1.0	7.2	5.4	0.9	1.3	7.6	5.5	0.9	1.3	7.7
Science & Technology Program	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.3	0.0	0.0	0.3	0.3
Acquisition	3.0	0.4	53.3	56.7	3.2	0.4	51.7	55.3	3.2	0.4	51.6	55.3
Central Logistics	7.3	5.9	24.8	38.0	7.2	6.1	25.4	38.7	7.4	6.1	25.5	39.0
Defense Health Program	27.9	0.0	0.0	27.9	27.9	0.0	0.0	27.9	27.9	0.0	0.0	27.9
Central Personnel Administration	15.6	1.8	1.3	18.6	16.8	1.8	1.2	19.8	17.5	1.8	1.3	20.5
Central Personnel Benefits Programs	1.2	0.2	2.4	3.8	1.3	0.1	2.5	3.9	1.3	0.1	2.5	3.9
Central Training	41.7	2.8	5.9	50.4	40.1	2.9	6.0	49.0	43.1	2.9	6.0	52.0
Departmental Management	7.1	8.7	12.2	28.1	7.7	8.7	11.9	28.2	7.6	8.5	12.5	28.6
Other Infrastructure	9.4	5.3	3.3	18.0	9.0	5.4	3.6	18.0	9.0	5.3	3.5	17.8
Cadets/Midshipmen	4.4	0.0	0.0	4.4	4.4	0.0	0.0	4.4	4.3	0.0	0.0	4.3
Infrastructure Total	141.1	32.6	129.0	302.6	141.0	32.9	129.5	303.4	144.8	32.8	129.6	307.3
Grand Total	323.9	57.8	185.8	567.5	327.9	59.0	189.5	576.4	335.4	59.1	190.6	585.1
Infrastructure as a Percentage of Total	44%	56%	69%	53%	43%	56%	68%	53%	43%	56%	68%	53%
Numbers may not add due to rounding.											# in Thousands	

Table 2-1c: Marine Corps Military and Civilian Manpower by Force and Infrastructure Category

Category	FY17 Actual				FY18 Estimate				FY19 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	109.4	0.0	0.4	109.8	109.6	0.0	0.7	110.3	110.6	0.0	0.7	111.3
Deterrence & Protection Forces	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1
Other Forces	8.5	38.7	0.1	47.2	8.9	38.5	0.1	47.5	7.6	38.5	0.1	46.2
Forces Total	117.9	38.7	0.5	157.0	118.5	38.5	0.8	157.8	118.3	38.5	0.8	157.6
Infrastructure												
Force Installations	10.9	0.0	10.4	21.3	11.1	0.0	11.6	22.7	11.1	0.0	11.9	23.0
Communications & Information	0.1	0.0	0.1	0.2	0.3	0.0	0.2	0.5	0.5	0.0	0.2	0.7
Science & Technology Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Acquisition	0.4	0.0	1.9	2.3	0.4	0.0	1.8	2.2	0.4	0.0	1.7	2.2
Central Logistics	0.8	0.0	1.2	2.0	0.8	0.0	1.3	2.1	0.8	0.0	2.7	3.5
Defense Health Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Central Personnel Administration	10.5	0.0	0.3	10.7	10.4	0.0	0.3	10.7	10.4	0.0	0.3	10.8
Central Personnel Benefits Programs	0.9	0.0	1.4	2.3	0.9	0.0	0.6	1.5	0.9	0.0	0.6	1.5
Central Training	36.8	0.0	1.4	38.3	37.5	0.0	1.4	38.9	37.6	0.0	1.5	39.1
Departmental Management	6.0	0.0	1.6	7.6	5.8	0.0	1.4	7.2	5.9	0.0	1.4	7.3
Other Infrastructure	0.2	0.0	0.2	0.5	0.2	0.0	0.2	0.5	0.2	0.0	0.3	0.5
Cadets/Midshipmen	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Infrastructure Total	66.6	0.0	18.6	85.2	67.5	0.0	18.9	86.3	67.8	0.0	20.6	88.5
Grand Total	184.5	38.7	19.1	242.2	186.0	38.5	19.6	244.1	186.1	38.5	21.4	246.0
Infrastructure as a Percentage of Total	36%	0%	97%	35%	36%	0%	96%	35%	36%	0%	96%	36%

Numbers may not add due to rounding.

Table 2-1d: Air Force Military and Civilian Manpower by Force and Infrastructure Category

Category	FY17 Actual				FY18 Estimate				FY19 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
Forces												
Expeditionary Forces	159.1	94.3	30.9	284.2	164.2	113.9	35.7	313.8	164.4	101.3	29.2	294.9
Deterrence & Protection Forces	9.0	2.0	4.9	15.9	9.0	2.8	4.1	15.9	8.9	2.4	4.1	15.4
Other Forces	28.9	9.9	7.5	46.3	28.4	11.0	8.2	47.5	28.7	11.6	8.2	48.4
Forces Total	197.0	106.2	43.3	346.5	201.5	127.8	47.9	377.2	202.1	115.3	41.4	358.8
Infrastructure												
Force Installations	2.9	17.1	29.4	49.4	2.9	10.4	33.2	46.5	3.0	15.6	35.1	53.7
Communications & Information	3.8	0.1	6.0	9.8	4.0	0.1	4.3	8.3	4.0	0.1	4.4	8.5
Science & Technology Program	0.6	0.0	4.6	5.2	0.7	0.0	4.6	5.4	0.7	0.0	4.7	5.4
Acquisition	7.7	1.8	13.3	22.8	8.8	1.8	17.8	28.4	9.0	2.0	18.1	29.1
Central Logistics	1.4	0.5	36.5	38.4	0.9	0.4	33.6	34.9	0.9	0.5	35.0	36.4
Defense Health Program	29.3	0.0	0.0	29.3	30.0	0.0	0.0	30.0	29.7	0.0	0.0	29.7
Central Personnel Administration	3.4	2.0	2.2	7.7	6.2	2.2	2.2	10.5	6.2	2.1	2.1	10.5
Central Personnel Benefits Programs	1.0	2.5	5.7	9.2	1.1	0.0	5.8	6.9	1.1	2.0	6.1	9.2
Central Training	47.0	12.8	13.2	73.0	43.0	11.5	13.3	67.8	44.5	10.7	13.9	69.1
Departmental Management	16.4	14.7	10.3	41.4	18.1	6.3	10.6	35.0	18.0	12.3	12.5	42.8
Other Infrastructure	8.1	16.8	3.1	28.1	3.9	16.0	3.3	23.2	5.8	16.5	3.3	25.5
Cadets/Midshipmen	4.2	0.0	0.0	4.2	4.0	0.0	0.0	4.0	4.0	0.0	0.0	4.0
Infrastructure Total	125.8	68.3	124.3	318.4	123.6	48.6	128.6	300.8	127.0	61.8	135.0	323.9
Grand Total	322.8	174.5	167.6	664.8	325.1	176.4	176.6	678.1	329.1	177.1	176.5	682.7
Infrastructure as a Percentage of Total	39%	39%	74%	48%	38%	28%	73%	44%	39%	35%	77%	47%

Numbers may not add due to rounding.

in Thousands



OFFICE OF THE CHIEF MANAGEMENT OFFICER
9010 DEFENSE PENTAGON
WASHINGTON, DC 20301-9010

April 11, 2018

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
CHIEF MANAGEMENT OFFICER
CHIEF, NATIONAL GUARD BUREAU
COMMANDERS OF THE COMBATANT COMMANDS
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF COST ASSESSMENT AND PROGRAM
EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF OPERATIONAL TEST AND EVALUATION
CHIEF INFORMATION OFFICER OF THE DEPARTMENT
OF DEFENSE
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE
AFFAIRS
ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC
AFFAIRS
DIRECTOR OF NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Revised DoD Order of Precedence

This memorandum updates the Department of Defense (DoD) Order of Precedence (OOP) which was administratively updated May 30, 2017. This version reflects precedence changes directed by the National Defense Authorization Act for Fiscal Year 2018 (Public Law 115-91), the addition of new officials established effective February 1, 2018, and other recommended and approved changes that have occurred since then.

The DoD OOP lists the precedence for full-time personnel of the Department in Executive Schedule, General Officer/Flag Officer, Civilian Senior Executive, and some other specific senior leader positions for the following purposes, as appropriate:

- (1) official visit activities;
- (2) assignment of government quarters;
- (3) seating arrangements and similar requirements at official functions, aboard government aircraft, and other activities requiring precedence decisions; and
- (4) for other administrative matters as prescribed in DoD issuances.

Request for changes to this list should include detailed justification and be forwarded through the chain of command through the head of your DoD Component to: Director of

Administration, Office of the Chief Management Officer, ATTN: Order of Precedence, 9010
Defense Pentagon, Room 3E971, Washington, DC 20301-9010.



Michael L. Rhodes
Director

Attachment:
Revised DoD Order of Precedence

ORDER OF PRECEDENCE
DEPARTMENT OF DEFENSE (see notes 1, 2, 3, 4, and 5)

CODE 2

Secretary of Defense
Deputy Secretary of Defense
Chief Management Officer of the Department of Defense
Secretary of the Army
Secretary of the Navy
Secretary of the Air Force
Chairman of the Joint Chiefs of Staff (see note 6)
Under Secretary of Defense for Research and Engineering (see note 7)
Under Secretary of Defense for Acquisition and Sustainment (see note 8)
Under Secretary of Defense for Policy
Under Secretary of Defense (Comptroller)/Chief Financial Officer of the Department of Defense
Under Secretary of Defense for Personnel and Readiness
Under Secretary of Defense for Intelligence
Vice Chairman of the Joint Chiefs of Staff (see note 6)
Chief of Staff of the Army, Commandant of the Marine Corps, Chief of Naval Operations, Chief of Staff of the Air Force, and Chief of the National Guard Bureau (see notes 6 and 9)
Commandant of the Coast Guard (see note 6)
Combatant Commanders (see note 10)
General Counsel of the Department of Defense
Director of Cost Assessment and Program Evaluation
Inspector General of the Department of Defense
Director of Operational Test and Evaluation
Chief Information Officer of the Department of Defense

CODE 3

Under Secretaries of the Army, Navy, and Air Force (see note 9)
Deputy Under Secretaries of Defense (see notes 9 and 11)
Assistant Secretaries of Defense (see notes 9 and 12)
Chief of Staff for the Secretary of Defense (see note 13)
Vice Chief of Staff of the Army, Assistant Commandant of the Marine Corps, Vice Chief of Naval Operations, and Vice Chief of Staff of the Air Force (see notes 6 and 9)
Vice Chief of the National Guard Bureau (see note 6)
Vice Commandant of the Coast Guard (see note 6)
Assistant Secretaries and General Counsels of the Army, Navy, and Air Force (see note 9)
Generals and Admirals (4-star) (see notes 6 and 9)
Chief Judge of the U.S. Court of Appeals of the Armed Forces
Judges of the U.S. Court of Appeals of the Armed Forces (see note 9)
Special Inspector General for Afghanistan Reconstruction
Deputy Chief of Staff for the Secretary of Defense
Chief of Staff for the Deputy Secretary of Defense
Assistant to the Secretary of Defense for Public Affairs
Director of Net Assessment
Deputy Chief Management Officer of the Department of Defense
Defense Advisor U.S. Mission NATO, Secretary of Defense Representative to Europe

CODE 4

Directors of Defense Agencies (see note 14)
 Directors of DoD Field Activities (see note 15)
 Principal Deputy General Counsel of the Department of Defense, Senior Deputy General Counsel of the Department of Defense, Principal Deputy Director of Cost Assessment and Program Evaluation, Principal Deputy Inspector General of the Department of Defense, Principal Deputy Director of Operational Test and Evaluation, and Principal Deputy Chief Information Officer of the Department of Defense (see note 9)
 Principal Deputy Assistant Secretaries of Defense (see notes 9)
 Inspector's General of the National Security Agency and the National Reconnaissance Office (see note 9)
 Principal Deputy Assistant to the Secretary of Defense for Public Affairs
 Directors of the Office of the Chief Management Officer Directorates, Deputy Chief Financial Officers, Deputy Comptrollers, and Directors of Defense Intelligence within the Office of the Under Secretary of Defense for Intelligence (OUSD(I)) (see note 9)
 Designated Senior Career Reserved Position for the DoD (see note 16)
 The Special Assistants to the Secretary of the Army, Navy, and Air Force (see note 9)
 Administrative Assistants to Secretaries of the Army and Air Force and Department of the Navy Assistant for Administration (see note 9)
 Deputy Under Secretaries of the Army, Navy, and Air Force (see note 9)
 Deputy General Counsels of the Department of Defense, Deputy Director for Cost Assessment, Deputy Director for Program Evaluation, Deputy Inspectors General of the Department of Defense, Deputy Directors of Operational Test and Evaluation, and Deputy Chief Information Officers of the Department of Defense (see note 9)
 Deputy Assistant Secretaries of Defense and Deputy Assistants to the Secretary of Defense (see note 9)
 Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff (see note 17)
 Sergeant Major of the Army, Sergeant Major of the Marine Corps, Master Chief Petty Officer of the Navy, Chief Master Sergeant of the Air Force, Senior Enlisted Advisor to the Chief of the National Guard Bureau, and Master Chief Petty Officer of the Coast Guard (see notes 9 and 17)
 Lieutenant Generals and Vice Admirals (3-star) (see notes 6 and 9)
 Principal Deputy Assistant Secretaries and Principal Deputy General Counsels of the Army, Navy, and Air Force (see note 9)
 Chairman, U.S. Section of the Permanent Joint Board of Defense, U.S.-Canada
 Deputy Defense Advisor, U.S. Mission NATO
 Secretary of Defense Representatives to International Negotiations (e.g., The SECDEF Representative to Post-START (Strategic Arms Reduction Treaty))
 The Auditors General of the Army, Navy, and Air Force (see note 9)
 Members of the Senior Executive Service or equivalents in Tier 3 positions (see notes 9 and 18)

CODE 5

Major Generals and Rear Admirals (2-star) (see notes 6 and 9)
 Deputy Assistant Secretaries and Deputy General Counsels of the Army, Navy, and Air Force
 Members of the Senior Executive Service or equivalents in Tier 2 positions (see notes 9 and 18)

CODE 6

Brigadier Generals and Rear Admirals (Lower Half) (1-star) (see notes 6 and 9)
 Members of the Senior Executive Service or equivalents in Tier 1 positions (see notes 9 and 18)
 Personnel in Senior Level (SL), Scientific and Professional (ST), Defense Intelligence Senior Level (DISL) positions, or equivalents (see notes 9 and 19)
 Appointees as Highly Qualified Experts (HQE) (see notes 9 and 20)

Background and methodology:

1. The first international instrument to codify aspects of diplomatic law was the agreement adopted by the Congress of Vienna, in 1815, which simplified the complex rules on the classes of heads of diplomatic missions and established that precedence among heads of missions should be determined by date of arrival at post. Until then, precedence – which guaranteed direct access to the receiving sovereign as well as ceremonial honors – had caused numerous and bitter disputes. The Congress of Vienna provided a complete framework for the establishment, maintenance, and termination of diplomatic relations on a basis of consent among independent sovereign states. It specified the functions of diplomatic missions, the formal rules regulating appointments, declarations of persona non grata of a diplomat who has in some way given offense, and precedence among heads of mission (United Nations Audiovisual Library of International Law, Vienna Convention on Diplomatic Relations http://legal.un.org/avl/pdf/ha/vcdr/vcdr_e.pdf)

Precedence is still determined by these basic agreements. These principles resulted in the official precedence used today in all foreign capitals, including Washington, D.C. In our country, the President of the United States determines precedence for U.S. officials. In the past, Presidents have occasionally changed the order of precedence. For example, President Kennedy elevated the Speaker of the House of Representatives ahead of the Chief Justice of the United States; and, although this ranking has been maintained since, there are other examples where a new administration has "demoted" positions previously elevated by its predecessor(s). Within DoD, this is not at all unusual. In light of the dynamics of change, the Office of the Chief of Protocol of the United States, which resides in the Department of State, has not distributed an official order of precedence for the United States for many years (Office of the Chief of Protocol of the United States, <http://www.state.gov/s/cpr/>). Despite established principles, there are many situations which can alter the order of precedence for a specific event. In the past, lists have been developed and distributed most often for specific events. For example, the Armed Forces Inaugural Committee normally published "The White House Order of Precedence" for every President's inauguration. Some states have developed handbooks or pamphlets of lists for their use in events within their particular state. Virginia produced such a pamphlet and an associated list. The Department of Defense last distributed its precedence list in 2014. In recent years, the Military Departments have also produced lists. All these lists inform, but none match exactly.

When dealing with the United States precedence, there are several general rules which always hold true and which may differ from what one would assume the order of precedence to be. First, no one outranks a governor in his own state except the President or Vice President of the United States. Secondly, no one outranks a mayor in his own city or town or the Chairman of the Board of Supervisors in his own county except the Governor of the state or the President or Vice President of the United States.

Also, it is important to remember that, for purposes such as seating, the spouses of officials assume the rank of their spouses. They do not have their own rank unless they also hold an office. One exception to this is widows of former Presidents who do have official standing. At a public dinner to which the President of the United States has been invited and sends his or her spouse as representative, that representative is accorded the same rank as the President. This could also be true of governors in their own state, but not other Federal or state government officials (Office of the Chief of Protocol of the United States, <http://www.state.gov/s/cpr/>).

The methodology used in ordering officials for this list begins with the United States Code, statutory prescription on precedence; well-established, widely-accepted principles, procedures, and traditions; inputs from Component administrative assistants, personnel and protocol officials provided through Department-wide coordination; and then, as necessary, the discretionary authority delegated by the Secretary of Defense to the Director of Administration within the Office of the Chief Management Officer. Historical published lists may be found at the following web site: <http://dcmo.defense.gov/About/Organization/OPDS/OPDSLlibrary/OPDSOrderPrec.aspx>

2. For DoD Component specific functions and activities, when appropriate to do so, the DoD Component may adjust the established order of precedence as necessary. However, that precedence may not be recognized outside of that DoD Component. Contact the appropriate Protocol Office for further information and guidance.

3. Should an official serve as "Acting" under the provisions of the Federal Vacancies Reform Act of 1998, as amended, (5 U.S.C. §§ 3345-3349d), that official will be afforded the protocol level for the position in which he or she is serving while so "Acting." In contrast, an individual serving in a "Performing the Duties of" status will not be afforded the protocol level for the position he or she is "Performing the Duties of," but rather will continue to hold the protocol level, if any, for his or her position of record.
4. Except as noted herein, the provisions of this memorandum are not applicable to former civilian officials of the Department as they do not retain the precedence associated with their position upon departure from that position. In recognition of their past service in the Department, courtesies and recognition may be extended to them as appropriate. Precedence is retained, however, by former Secretaries of Defense due to their status as Presidential cabinet members, and by retired members of the military since they retain the grade in which they were retired.
5. Precedence for those serving in the Department under the Intergovernmental Personnel Act (IPA) will be based upon the position to which the person is serving. For example, an IPA serving as a Director of a DoD Field Activity would be afforded Code 4 status; an IPA serving in a Tier 1 SES position would be afforded Code 6 status. If an IPA is serving in an executive level position not listed on the DoD Order of Precedence, and the DoD or OSD component concerned wants that person to be at a specified precedence level, then there are two courses of action:
 - a. Send a request with supporting justification to the proponent for the precedence list (see cover memo for details), or
 - b. If arranged by a Military Department, the Military Department can set its own level of precedence (see notes 1 and 2). However, that precedence may not be recognized at the DoD or any other level outside the Military Department.
6. Retired military officers take precedence immediately after active-duty officers of the same position (or grade if the officer did not serve in a position that is explicitly listed) by the initial date of appointment to the position (or grade). The positions for which this rule applies include the Chairman of the Joint Chiefs of Staff, the Vice Chairman of the Joint Chiefs of Staff, the Chiefs of Staff of the Military Services, the Chief of the National Guard Bureau, the Commandant of the Coast Guard, the Combatant Commanders, the Vice Chiefs of Staff of the Military Services, and Vice Chief of the National Guard Bureau, and the Vice Commandant of the Coast Guard. Precedence for retired military officers will be immediately after the highest position on the list in which an individual served, except for a retired Chairman of the Joint Chiefs of Staff. Retired Chairmen of the Joint Chiefs of Staff take precedence immediately preceding the current Vice Chairman of the Joint Chiefs of Staff (and after the current Under Secretaries). For example, retired Vice Chairmen of the Joint Chiefs of Staff take precedence immediately after the current Vice Chairman; retired Combatant Commanders take precedence immediately after the current Combatant Commanders; and retired four-star officers take precedence immediately after active-duty four-star officers (if a four-star officer did not serve in a position explicitly listed).
7. The Under Secretary of Defense for Research and Engineering takes precedence after the Secretary, Deputy Secretary, and Chief Management Officer with regard to all matters for which the Under Secretary has responsibility by the direction of the Secretary or by law.
8. The Under Secretary of Defense for Acquisition and Sustainment takes precedence after the Secretary, Deputy Secretary, Chief Management Officer, and the Under Secretary of Defense for Research and Engineering with regard to all matters for which the Under Secretary has responsibility by the direction of the Secretary or by law.
9. When a number of positions are grouped on the same line, precedence is established by the date of appointment. The Principal Deputy General Counsel of the Department of Defense takes precedence before the Senior Deputy General Counsel of the Department of Defense, regardless of their respective dates of appointment.
10. Precedence is established by the date of appointment as a Combatant Commander. However, if a Combatant Commander was previously appointed as the Chairman of the Joint Chiefs of Staff, Vice Chairman of the Joint Chiefs of Staff, Service Chief, or to a previous Combatant Commander position, then the initial date of

appointment to the previously held position will be used. Retired Combatant Commanders take precedence with but immediately after active-duty Combatant Commanders by the initial date of appointment.

11. Deputy Under Secretaries of Defense (DUSD) replaces the title of Principal Deputy Under Secretaries of Defense (PDUSD). Only individuals serving in the appointed position that is a senior and immediate Deputy to an Under Secretary of Defense will have the position title of DUSD; the PDUSD title no longer exists.
12. The current designations of Assistant Secretaries of Defense are (listed alphabetically): Acquisition; Asian and Pacific Security Affairs; Energy, Installation and Environment; Health Affairs; Homeland Defense and Global Security; International Security Affairs; Legislative Affairs; Logistics and Materiel Readiness; Nuclear, Chemical, and Biological Defense Programs; Manpower and Reserve Affairs; Readiness; Research and Engineering; Special Operations and Low Intensity Conflict; and Strategy, Plans and Capabilities. Only 13 Assistant Secretaries of Defense are authorized pursuant to section 907 of the National Defense Authorization Act for Fiscal Year 2018 (Public Law 115-91). The Secretary of Defense shall identify the position that will be eliminated and/or those that will be redesignated.
13. As reflected in the United States Order of Precedence, the Chiefs of Staff to the Head of an Executive Department are listed with Assistant Secretaries.
14. Precedence for Directors and the Principal Deputy Directors of Defense Agencies is determined by the establishment date of the organization. Questions regarding the rationale for the methodology and historical data may be addressed to the Directorate for Administration within the Office of the Chief Management Officer.
 - a. The Defense Agencies are listed alphabetically as follows: Defense Advanced Research Projects Agency (DARPA), 1958; Defense Commissary Agency (DeCA), 1990; Defense Contract Audit Agency (DCAA), 1965; Defense Contract Management Agency (DCMA), 2000; Defense Finance and Accounting Service (DFAS), 1990; Defense Health Agency (DHA), 2013; Defense Information Systems Agency (DISA), 1960; Defense Intelligence Agency (DIA), 1961; Defense Legal Services Agency (DLSA), 1981; Defense Logistics Agency (DLA), 1961; Defense POW/MIA Accounting Agency (DPAA), 2015; Defense Security Cooperation Agency (DSCA), 1971; Defense Security Service (DSS), 1972; Defense Threat Reduction Agency (DTRA), 1959; Missile Defense Agency (MDA), 1984; National Geospatial-Intelligence Agency (NGA), 1972; National Reconnaissance Office (NRO), 1961; National Security Agency (NSA)/Central Security Service (CSS), 1952; Pentagon Force Protection Agency (PFPA), 2002.
 - b. The Defense Agencies, in order by date of establishment, are as follows: NSA/CSS, 1952; DARPA, 1958; DTRA, 1959; DISA, 1960; DIA, 1961; DLA, 1961; NRO, 1961; DCAA, 1965; DSCA, 1971; NGA, 1972; DSS, 1972; DLSA, 1981; MDA, 1984; DeCA, 1990; DFAS, 1990; DCMA, 2000; PFPA, 2002; DHA, 2013; DPAA, 2015.
15. Precedence for Directors and Principal Deputy Directors of the DoD Field Activities is determined by the establishment date of the organization as a DoD Field Activity. Questions regarding the rationale for the methodology and historical data may be addressed to the Directorate for Administration within the Office of the Chief Management Officer.
 - a. The DoD Field Activities are listed alphabetically as follows: Defense Media Activity (DMA), 1977; Defense Technical Information Center (DTIC), 2004; Defense Technology Security Administration (DTSA), 1985; DoD Education Activity (DoDEA), 1974; DoD Human Resources Activity (DoDHRA), 1993; DoD Test Resource Management Center (TRMC), 2004; Office of Economic Adjustment (OEA), 1978; and Washington Headquarters Services (WHS), 1977.
 - b. The DoD Field Activities, in order by date of establishment, are as follows: DoDEA, 1974; DMA, 1977; WHS, 1977; OEA, 1978; DTSA, 1985; DoDHRA, 1993; TRMC, 2004; DTIC, 2004.
16. The current Designated Senior Career Reserved position for the Department of Defense is the Director of Administration within the Office of the Chief Management Officer (CMO), consistent with the guidance and direction from the Secretary of Defense in his memorandum of December 4, 2013, and with the direction and delegation of the authority provided by the Deputy Secretary of Defense in his memorandum of July 11, 2014.

17. Code 4 precedence applies only to the currently serving Senior Enlisted Advisors. Retired senior enlisted advisors should be placed in front of other retired members of the same grade (E-9).
18. Based on USD (P&R) memorandum dated April 28, 2008, subject: "Directive-Type Memorandum (DTM) – Senior Executive Service Tier Policy for Career and Non-Career Senior Executive Service Members," a common 3-tier structure was implemented for members of the DoD Senior Executive Service (SES). The Military Departments, the OSD, and some Defense Agencies and DoD Field Activities have identified the positions that fall into each tier, although tier determinations across the entire Department using a common architecture has not been completely implemented. The applicability of the policy in the referenced DTM may be administratively extended to the Defense Intelligence Senior Executive Service (DISES) by the Under Secretary of Defense for Intelligence.

In general, precedence for members of the SES is established by the tier in which the position is categorized. SL, ST, and DISL professional positions are not included in the SES Tier structure (see note 15). It is not possible to identify and list the title for each SES and DISES position within the Department on this order of precedence list. To the extent possible, this update reflects the principal positions held by members of the SES/DISES. The principal factor for determining the precedence for SES/DISES whose positions are not specified on the order of precedence is the placement of the position in an organization's hierarchy and the tier level assigned to each of those positions (SES only).

If an SES's position is within the same code as that of the SES's supervisor, whether that supervisor is a military officer or civilian, the supervisor always takes precedence over the subordinate.

SES tier information for their respective positions will be maintained by and be available from each Military Department and by the Directorate for Administration within the Office of the Chief Management Officer for the OSD, Defense Agencies, and DoD Field Activities. For DISES members, that information can be obtained from the Office of the Under Secretary of Defense for Intelligence.

19. SL, ST, and DISL personnel (or equivalents, such as those senior executives who occupy Nonappropriated Fund positions) serve in positions that are classified above the GS-15 level. Although they are not members of the Senior Executive Service (SES) or Defense Intelligence Senior Executive Service (DISES), the level of duties and responsibilities of SL/ST/DISL personnel warrant that they should be recognized as serving, at a minimum, at the Code 6 level. It is not possible to identify and list the title for each SL/ST/DISL position within the Department on this order of precedence list. The principal factor for determining whether the precedence for an SL/ST/DISL member should be in a higher code is dependent on that member's position within his or her organization's hierarchy.
20. Under the authority of 5 U.S.C. § 9903, the Department of Defense has the ability to attract and hire eminent experts from outside the civil service and uniformed services with state-of-the-art knowledge in fields of critical importance to the Department. The individuals who are hired under this authority are referred to as HQEs. Due to the level of duties and responsibilities of HQE, they should be recognized as serving, at a minimum, at the Code 6 level.

Presidential Documents

Executive Order 13533 of March 1, 2010

Providing an Order of Succession Within the Department of Defense

By the authority vested in me as President by the Constitution and the laws of the United States of America, including the Federal Vacancies Reform Act of 1998, as amended, 5 U.S.C. 3345 *et seq.*, it is hereby ordered that:

Section 1. *Order of Succession.*

(a) Subject to the provisions of section 2 of this order, the following officials of the Department of Defense, in the order listed, shall act as and perform the functions and duties of the office of the Secretary of Defense (Secretary) during any period in which the Secretary has died, resigned, or otherwise become unable to perform the functions and duties of the office of the Secretary, until such time as the Secretary is able to perform the functions and duties of that office:

- (1) Deputy Secretary of Defense;
- (2) Secretary of the Army;
- (3) Secretary of the Navy;
- (4) Secretary of the Air Force;
- (5) Under Secretary of Defense for Acquisition, Technology, and Logistics;
- (6) Under Secretary of Defense for Policy;
- (7) Under Secretary of Defense (Comptroller);
- (8) Under Secretary of Defense for Personnel and Readiness;
- (9) Under Secretary of Defense for Intelligence;
- (10) Deputy Chief Management Officer, Department of Defense;
- (11) Principal Deputy Under Secretary of Defense for Acquisition, Technology, and Logistics;
- (12) Principal Deputy Under Secretary of Defense for Policy;
- (13) Principal Deputy Under Secretary of Defense (Comptroller);
- (14) Principal Deputy Under Secretary of Defense for Personnel and Readiness;
- (15) Principal Deputy Under Secretary of Defense for Intelligence;
- (16) Director of Defense Research and Engineering;
- (17) General Counsel of the Department of Defense, the Assistant Secretaries of Defense, the Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs, the Director of Operational Test and Evaluation, the Director of Operational Energy Plans and Programs, and the Director of Cost Assessment and Program Evaluation;
- (18) Under Secretaries of the Army, the Navy, and the Air Force; and
- (19) Assistant Secretaries of the Army, the Navy, and the Air Force, and General Counsels of the Army, the Navy, and the Air Force.

(b) Precedence among officers designated within the same paragraph of subsection (a) shall be determined by the order in which they have been appointed to such office. Where officers designated within the same paragraph of subsection (a) have the same appointment date, precedence shall

be determined by the order in which they have taken the oath to serve in that office.

Sec. 2. Exceptions.

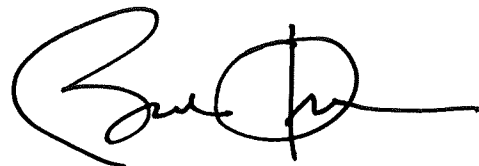
(a) No individual who is serving in an office listed in section 1 in an acting capacity, by virtue of so serving, shall act as Secretary pursuant to this order.

(b) No individual listed in section 1 shall act as Secretary unless that individual was appointed by the President, by and with the advice and consent of the Senate, and that individual is otherwise eligible to so serve under the Federal Vacancies Reform Act of 1998, as amended.

(c) Notwithstanding the provisions of this order, the President retains discretion, to the extent permitted by law, to depart from this order in designating an acting Secretary.

Sec. 3. Revocation. Executive Order 13394 of December 22, 2005 (Providing An Order of Succession Within the Department of Defense), is hereby revoked.

Sec. 4. Judicial Review. This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.



THE WHITE HOUSE,
March 1, 2010.

[FR Doc. 2010-4884

Filed 3-4-10; 8:45 am]

Billing code 3195-W0-P

Department of Defense (DoD)
Presidentially Appointed, Senate-confirmed (PAS) Positions¹

(As of: February 12, 2019)(latest changes)

<u>Position</u>	<u>Executive Schedule Level</u>	<u>Position²</u>	<u>Authority</u> <u>Pay</u>
<u>Office of the Secretary of Defense</u>			
1 Secretary of Defense ³	I	10 USC 113	5 USC 5312
1 Deputy Secretary of Defense ⁴	II	10 USC 132	5 USC 5313
1 Chief Management Officer of the DoD ⁵	II	10 USC 132a	5 USC 5313
6 Under Secretaries of Defense			
Research and Engineering ⁶	II	10 USC 133a	5 USC 5313
Acquisition and Sustainment ⁷	III	10 USC 133b	5 USC 5314
Policy	III	10 USC 134	5 USC 5314
Comptroller ⁸	III	10 USC 135	5 USC 5314
Personnel and Readiness ⁹	III	10 USC 136	5 USC 5314
Intelligence	III	10 USC 137	5 USC 5314
6 Deputy Under Secretaries of Defense			
Research and Engineering	IV	10 USC 137a(c)(1)	5 USC 5315
Acquisition and Sustainment	IV	10 USC 137a(c)(2)	5 USC 5315
Policy	IV	10 USC 137a(c)(3)	5 USC 5315
Personnel & Readiness	IV	10 USC 137a(c)(4)	5 USC 5315
Comptroller	IV	10 USC 137a(c)(5)	5 USC 5315
Intelligence	IV	10 USC 137a(c)(6)	5 USC 5315
13 Assistant Secretaries of Defense			
Undesignated ¹⁰ (10)	IV	10 USC 138	5 USC 5315 ¹¹
Special Operations and			
Low Intensity Conflict	IV	10 USC 138(b)(2)	5 USC 5315
Legislative Affairs	IV	10 USC 138(b)(3)	5 USC 5315
Nuclear, Chemical, and Biological			
Defense Programs	IV	10 USC 138(b)(4)	5 USC 5315
2 Directors			
Operational Test and Evaluation ¹²	IV	10 USC 139	5 USC 5315
Cost Assessment and			
Program Evaluation	IV	10 USC 139a	5 USC 5315
1 General Counsel of the DoD	IV	10 USC 140	5 USC 5315
1 Inspector General of the DoD	III ¹³	10 USC 141 ¹⁴	5 USC App. 3(e) ¹³
1 Chief Information Officer of the DoD	IV	10 USC 142	5 USC 5315

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Department-wide

1 Director of the National ¹⁵			
Reconnaissance Office (NRO)	-- ¹⁶	50 USC 3041a ¹⁷	-- ¹⁶
1 Director of the National Security			
Agency (NSA) ¹⁸	-- ¹⁶	50 USC 3602 ¹⁹	-- ¹⁶

Department-wide (continued)

1	Inspector General of the NRO	III ¹³	5 USC App. 3(a)	5 USC App. 3(e) ¹³
1	Inspector General of the NSA	III ¹³	5 USC App. 3(a)	5 USC App. 3(e) ¹³
-- ²⁰	Director of the Missile Defense Agency (MDA)	-- ¹⁶	10 USC 205	-- ¹⁶

 4
Department of the Army (DA)

1	Secretary of the Army	II	10 USC 7013	5 USC 5313
1	Under Secretary of the Army ²¹	III	10 USC 7015	5 USC 5314
5	Assistant Secretaries of the Army			
	Undesignated ²² (1)	IV	10 USC 7016	5 USC 5315
	Manpower and Reserve Affairs	IV	10 USC 7016(b)(2)	5 USC 5315
	Civil Works	IV	10 USC 7016(b)(3)	5 USC 5315
	Financial Management ²³	IV	10 USC 7016(b)(4)	5 USC 5315
	Acquisition, Technology, and Logistics	IV	10 USC 7016(b)(5)(A)	5 USC 5315
1	General Counsel of the DA	IV	10 USC 7019	5 USC 5315

 8
Department of the Navy (DoN)

1	Secretary of the Navy	II	10 USC 8013	5 USC 5313
1	Under Secretary of the Navy ²¹	III	10 USC 8015	5 USC 5314
4	Assistant Secretaries of the Navy			
	Undesignated ²⁴ (1)	IV	10 USC 8016	5 USC 5315
	Manpower and Reserve Affairs	IV	10 USC 8016(b)(2)	5 USC 5315
	Financial Management ²³	IV	10 USC 8016(b)(3)	5 USC 5315
	Research, Development, and Acquisition	IV	10 USC 8016(b)(4)(A)	5 USC 5315
1	General Counsel of the DoN	IV	10 USC 8019	5 USC 5315

 7
Department of the Air Force (DAF)

1	Secretary of the Air Force	II	10 USC 9013	5 USC 5313
1	Under Secretary of the Air Force ²¹	III	10 USC 9015	5 USC 5314
4	Assistant Secretaries of the Air Force			
	Undesignated ²⁵ (1)	IV	10 USC 9016	5 USC 5315
	Manpower and Reserve Affairs	IV	10 USC 9016(b)(2)	5 USC 5315
	Financial Management ²³	IV	10 USC 9016(b)(3)	5 USC 5315
	Acquisition, Technology, and Logistics	IV	10 USC 9016(b)(4)(A)	5 USC 5315
1	General Counsel of the DAF	IV	10 USC 9019	5 USC 5315

 7
Total²⁶: 59

¹ The officials within the Department (except as noted) that are designated within statute with the following provision: “appointed from civilian life by the President, by and with the advice and consent of the Senate”. The acronym is derived from the term “Presidentially Appointed, Senate-confirmed”.

² Positions are arranged by United States Code (USC) reference (not in precedence order) except for the Department-wide positions.

³ Pursuant to section 131 of title 10, USC, the composition of the Office of the Secretary of Defense (OSD) does not include the Secretary of Defense. The Secretary of Defense is depicted as part of OSD for this document.

⁴ Also serves as the Chief Operating Officer (COO), pursuant to section 1123 of title 31, USC

⁵ Pursuant to section 132a of title 10, USC, as of January 1, 2019, the Chief Management Officer shall: (A) serve as the Chief Information Officer (CIO) of the Department for purposes of section 2222 of this title; (B) administer the responsibilities and duties specified in sections 11315 and 11319 of title 40, section 3506(a)(2) of title 44, and section 2223(a) of this title for business systems and management; and (C) exercise any responsibilities, duties, and powers relating to business systems or management that are exercisable by a CIO for the Department, other than those responsibilities, duties, and powers of a CIO that are vested in the CIO of the Department of Defense by section 142 of this title.

⁶ Also serves as the Chief Technology Officer (CTO) pursuant to section 133a(b)(1) of title 10, USC

⁷ Also serves as the Chief Acquisition and Sustainment Officer (CASO) and Defense Acquisition Executive (DAE) pursuant to section 133b(b) of title 10, USC

⁸ Also serves as the Chief Financial Officer (CFO) of the Department of Defense, pursuant to section 901 of title 31, USC

⁹ Also serves as the Chief Human Capital Officer (CHCO) of the Department of Defense, pursuant to section 1401 of title 5, USC

¹⁰ Currently used for:

- Acquisition
- Asian and Pacific Security Affairs
- Health Affairs
- Homeland Defense and Global Security
- International Security Affairs
- Manpower and Reserve Affairs
- Readiness
- Strategy, Plans, and Capabilities
- Sustainment

¹¹ Section 5315 of title 5, USC, identifies 14 ASDs at level IV of the Executive Schedule.

¹² It is the sense of Congress that the term of office of the Director of Operational Test and Evaluation of the Department of Defense should be not less than five years (per section 909 of the NDAA for FY 2008 (Public Law 110-181)).

¹³ Pursuant to section 3(e) of the Inspector General Act of 1978 (title 5, USC, Appendix), as amended, the annual rate of basic pay for Inspectors General shall be the rate payable for level III of the Executive Schedule under section 5314 of title 5, USC, plus 3 percent. The Inspectors General are depicted as Executive Schedule level III for this document.

¹⁴ The head of each Office of Inspector General established within the agencies identified in section 12(2) of the Inspector General Act of 1978 (title 5, USC, Appendix), as amended, are appointed pursuant to section 3(a) of that Act. The DoD agencies identified in section 12(2) include the DoD, NSA, and NRO. The position of the Inspector General of the DoD is also provided for in section 141 of title 10, USC, which cites that the appointment of the position is through section 3(a) of the Inspector General Act of 1978, as amended. The Inspector General of DoD provision is depicted as section 141 of title 10, USC, for this document.

¹⁵ Pursuant to section 411(b) of the FY14 IAA, this position may be designated as a position of importance and responsibility under section 601 of title 10, USC (i.e., may be filled by a military officer).

¹⁶ These positions were not designated as officials paid on the Executive Schedule under sections 5312 through 5317 of title 5, USC; pay setting authority has not been determined.

¹⁷ Cited as “Section 106A of the National Security Act of 1947 (50 USC 3041a)”.

¹⁸ Pursuant to section 401(b) of the FY14 IAA, this position may be designated as a position of importance and responsibility under section 601 of title 10, USC (i.e., may be filled by a military officer).

¹⁹ Cited as “Section 2 of the National Security Agency Act of 1959 (50 USC 3602)”.

²⁰ Department of Justice views letter on the NDAA for FY 2018: “Section 1676 [as enacted] of the NDAA for FY 2018 (Public Law 115-91) would give the Director of the MDA a six-year term [10 USC 205(a)] but would not say who would appoint the Director. When a statute does not specify the method of appointing an officer, the constitutional default is appointment by the President with the advice and consent of the Senate. *Promotions of Judge Advocates General Under Section 543 of the NDAA for FY 2008*, 32 Op. O.L.C. 70, 74 (2008), <https://www.justice.gov/file/482141/download>; *Designation of Acting Director of the Office of Management and Budget*, 27 Op. O.L.C. 121, 123 n.4 (2003), <https://www.justice.gov/file/18951/download>; *Promotion of Army Officers*, 30 Op. Att’y Gen. 177, 179 (1913).

“Under existing law, the President might have authority, without a new appointment, to assign a military officer with existing, germane duties to serve as Director under the authority of 10 USC 601 or under his authority as Commander in Chief. *Cf. Shoemaker v. United States*, 147 U.S. 282, 301 (1893) (ruling that Congress may assign germane duties to an existing office without

implicating the Appointments Clause). The Secretary of Defense may also have such authority under other statutes. See, e.g., 10 USC 113(b). If the law is to be changed and an appointment required, we recommend specifying who will appoint the Director of the MDA—the President, with the advice and consent of the Senate; the President alone; or the Secretary of Defense—rather than leaving the question in any kind of doubt.”

Since the Director of MDA is generally a military officer, this position is not counted as a PAS official for the sake of this document.

²¹ Military Department Under Secretaries also serve as Chief Management Officer of their respective Department, pursuant to section 904 of the NDAA for FY 2008 (Public Law 110-181).

²² Currently used for:

- Installations, Energy and Environment

²³ Administratively designated as Assistant Secretary for Financial Management and Comptroller.

²⁴ Currently used for:

- Energy, Installations and Environment

²⁵ Currently used for:

- Installations, Environment and Energy

²⁶ The five judgeships of the U.S. Court of Appeals for the Armed Forces (CAAF)(10 USC 942) and the civilian judges of the U.S. Court of Military Commission Review (CMCR)(10 USC 950f) are PAS positions. The CAAF and CMCR are Article I Courts (i.e., created pursuant to Article I of the Constitution). However, 10 USC 941 states the CAAF “is located for administrative purposes only in the Department of Defense.” Since the CAAF is independent of the Department of Defense, these positions are not included in the overall count. Moreover, since there is no set number of CMCR judges, and they can be military or civilian, the judges of the CMCR are not included in the overall count.

Non-Delegable Duties of the Secretary Of Defense

(As of: July 12, 2018)

Background: Under current law (10 U.S.C. § 113) the duties of the Secretary of Defense are fully delegable to subordinates within the Department of Defense, unless expressly prohibited by law or Presidential direction.

Key Points: We have identified 18 duties that the Secretary of Defense (SecDef) must perform personally. These non-delegable duties are:

1. **5 U.S.C. § 3348(b)(2).** Federal Vacancies Reform Act. In the event of a vacancy in a Presidentially-appointed, Senate-confirmed (PAS) position, unless there is an Acting PAS official, only SecDef may perform any statutory function or duty of the PAS officer (a function that by law or regulation may only be performed by the PAS officer) if the PAS officer dies, resigns, or is otherwise unable to perform the functions and duties of the office.
2. **10 U.S.C. § 162(b).** Actions pursuant to the SecDef's position in the chain of command to a unified or specified combatant commander.
3. **10 U.S.C. § 822.** Duties as a Court-Martial Convening Authority are non-delegable (i.e., court-martial convening authority, including when/if grants of immunity should be given at this level).¹
 - a. Rule for Courts-Martial 704(c) and (c)(3) states: "Authority to grant immunity. Only a general court-martial convening authority may grant immunity, and may do so only in accordance with this rule." "Other limitations. The authority to grant immunity under this rule may not be delegated."
4. **10 U.S.C. § 2304(c)(7).** Public interest determination by SecDef to permit use of procedures other than competitive procedures in a particular procurement - Secretary of Defense or Secretary of a Military Department, without delegation.
5. **31 U.S.C. § 1344.** Approval of home to work transportation.
6. **50 U.S.C. § 1804(d).** Within DoD, only SecDef may request the Attorney General *personally* review applications for FISA court orders. This authority is non-delegable unless the SecDef is "disabled or otherwise unavailable to make a request".
7. **Bob Stump National Defense Authorization Act for Fiscal Year 2003, § 806, as amended (published as a note to 10 U.S.C. §2302).** Rapid acquisition authority to respond to combat emergencies.

¹ Note: SecDef is only one of a number of General Courts-Martial Convening Authorities. No official holding such authority may delegate it.

8. **E.O. 10865, “Safeguarding Classified Information within Industry.”** Section 9 authorizes the head of an agency to deny or revoke access to a specific classification category if the security of the nation so requires without utilizing the normal procedures when the head of the agency determines that the normal procedures cannot be invoked consistently with the national security.
9. **Appointment of Regular and Reserve Officers.** The President's authority to appoint Regular and Reserve officers under provisions of title 10, United States Code, delegated to the Secretary of Defense under various Executive Orders, may not be re-delegated by the Secretary of Defense. (For example, E.O. 13358, section 1, “Assignment of Functions Relating to Certain Appointments, Promotions, and Commissions in the Armed Forces,” and E.O. 13384, section 1, “Assignment of Functions Relating to Original Appointments as Commissioned Officers and Chief Warrant Officer Appointments of the Armed Forces”: Appointment of Regular military officers in grades 0-3 and below and Reserve officers in grades 0-5 and below, and all chief warrant officers.)
10. **10 U.S.C. § 1370.** Only the Secretary may determine whether to issue a certification that a general/flag officer (grades 0-9 and 0-10) has served satisfactorily in that grade for retirement purposes if there is newly discovered potentially adverse information that was not previously submitted to the Senate in connection with that officer’s nomination. The authority to waive the three-year service-in-grade requirements for general/flag officers (grades O-9 and O-10) has been explicitly retained by the Secretary in a memorandum dated June 5, 2003, so that the Secretary must make these determinations.
11. **10 U.S.C. § 127e.** Support of special operations to combat terrorism, concerning the authority to expend up to \$100,000,000 during any fiscal year to provide support to foreign forces, irregular forces, groups, or individuals engaged in supporting or facilitating ongoing military operations by United States special operations forces to combat terrorism.
12. **10 U.S.C. § 1609(e).** If the Secretary delegates his authority to terminate defense intelligence employees under this section, he may only delegate to the Deputy Secretary of Defense, the head of a DoD intelligence component (with respect to employees of that component), or the Secretary of a military department (with respect to employees of that department), and if that authority has been delegated, it may be appealed to the Secretary of Defense if the terminated employee wishes to appeal his termination. The Secretary must personally decide the appeal.
13. **5 U.S.C. § 7532.** The Secretary of Defense may suspend without pay or remove an employee of his agency when he considers that action necessary in the interests of national security, notwithstanding the procedural requirements of other statutes. The Secretary’s determination under this authority is final.

14. **National Defense Authorization Act for Fiscal Year 2014, §513, Public Law 113-66.** The Secretary of Defense must approve the cancellation of deployment orders for a Reserve Component unit within 180 days of the departure, and approve certain involuntary mobilizations of a Reserve unit or member with less than 120 days advance notice. These requirements will cease to apply as of the date of the completion of the withdrawal of U.S. combat forces from Afghanistan.
15. **10 U.S.C. § 2466.** The Secretary of Defense may not delegate the authority to waive when necessary for reasons of national security the requirement that not more than 50 percent of the funds made available in a fiscal year to a military department or a Defense Agency for depot-level maintenance and repair workload may be used to contract for the performance by non-Federal Government personnel of such workload.
16. **National Defense Authorization Act for Fiscal Year 2017, §113, Public Law 114-328.** The Secretary of Defense may not delegate the authority to waive limitations on the Secretary of the Army to enter into a contract for the design, development, or procurement of any data architecture, data integration, or “cloud” capability, or any data analysis or data visualization and workflow capability relating to increment 1 of the Distributed Common Ground System-Army without certain requirements being met, based on a finding that such limitation would “adversely affect ongoing operational activities.”
17. **National Defense Authorization Act for Fiscal Year 2018, §1202, Public Law 115-91.** The Secretary of Defense may not delegate the authority to expend up to \$10,000,000 during each of fiscal years 2018 through 2020 to provide support to foreign forces, irregular forces, groups, or individuals engaged in supporting or facilitating ongoing irregular warfare operations by United States Special Operations Forces.
18. **Appointment of Inferior Officers within the Department of Defense** – Under the Appointments Clause of the U.S. Constitution, officials within the Executive Branch that occupy a continuing position established by law, and who exercise significant authority pursuant to the laws of the United States, must be either a principal or inferior officer of the United States. *See Lucia v. S.E.C.*, 138 S.Ct. 2044 (June 21, 2018). Only the President may appoint a principal officer, and an inferior office must be appointed by either the President or the head of the relevant agency (*i.e.*, the Secretary of Defense), and this appointment authority may not be delegated.

Responsibility: DoD OGC, ODGC(P&HP)

July 12, 2018

Presidential Documents

Title 3—

Executive Order 13856 of December 28, 2018

The President

Adjustments of Certain Rates of Pay

By the authority vested in me as President by the Constitution and the laws of the United States of America, it is hereby ordered as follows:

Section 1. *Statutory Pay Systems.* The rates of basic pay or salaries of the statutory pay systems (as defined in 5 U.S.C. 5302(1)), as adjusted under 5 U.S.C. 5303, are set forth on the schedules attached hereto and made a part hereof:

(a) The General Schedule (5 U.S.C. 5332(a)) at Schedule 1;

(b) The Foreign Service Schedule (22 U.S.C. 3963) at Schedule 2; and

(c) The schedules for the Veterans Health Administration of the Department of Veterans Affairs (38 U.S.C. 7306, 7404; section 301(a) of Public Law 102–40) at Schedule 3.

Sec. 2. *Senior Executive Service.* The ranges of rates of basic pay for senior executives in the Senior Executive Service, as established pursuant to 5 U.S.C. 5382, are set forth on Schedule 4 attached hereto and made a part hereof.

Sec. 3. *Certain Executive, Legislative, and Judicial Salaries.* The rates of basic pay or salaries for the following offices and positions are set forth on the schedules attached hereto and made a part hereof:

(a) The Executive Schedule (5 U.S.C. 5312–5318) at Schedule 5;

(b) The Vice President (3 U.S.C. 104) and the Congress (2 U.S.C. 4501) at Schedule 6; and

(c) Justices and judges (28 U.S.C. 5, 44(d), 135, 252, and 461(a)) at Schedule 7.

Sec. 4. *Uniformed Services.* The rates of monthly basic pay (37 U.S.C. 203(a)) for members of the uniformed services, as adjusted under 37 U.S.C. 1009, and the rate of monthly cadet or midshipman pay (37 U.S.C. 203(c)) are set forth on Schedule 8 attached hereto and made a part hereof.

Sec. 5. *Locality-Based Comparability Payments.*

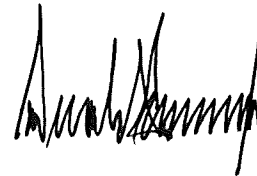
(a) Pursuant to section 5304 of title 5, United States Code, and my authority to implement an alternative level of comparability payments under section 5304a of title 5, United States Code, locality-based comparability payments shall be paid in accordance with Schedule 9 attached hereto and made a part hereof.

(b) The Director of the Office of Personnel Management shall take such actions as may be necessary to implement these payments and to publish appropriate notice of such payments in the *Federal Register*.

Sec. 6. *Administrative Law Judges.* Pursuant to section 5372 of title 5, United States Code, the rates of basic pay for administrative law judges are set forth on Schedule 10 attached hereto and made a part hereof.

Sec. 7. *Effective Dates.* Schedule 8 is effective January 1, 2019. The other schedules contained herein are effective on the first day of the first applicable pay period beginning on or after January 1, 2019.

Sec. 8. *Prior Order Superseded.* Executive Order 13819 of December 22, 2017, is superseded as of the effective dates specified in section 7 of this order.



THE WHITE HOUSE,
December 28, 2018.

SCHEDULE 1--GENERAL SCHEDULE

(Effective on the first day of the first applicable pay period beginning on or after January 1, 2019)

	1	2	3	4	5	6	7	8	9	10
GS-1	\$18,785	\$19,414	\$20,039	\$20,660	\$21,285	\$21,650	\$22,267	\$22,891	\$22,915	\$23,502
GS-2	21,121	21,624	22,323	22,915	23,175	23,857	24,539	25,221	25,903	26,585
GS-3	23,045	23,813	24,581	25,349	26,117	26,885	27,653	28,421	29,189	29,957
GS-4	25,871	26,733	27,595	28,457	29,319	30,181	31,043	31,905	32,767	33,629
GS-5	28,945	29,910	30,875	31,840	32,805	33,770	34,735	35,700	36,665	37,630
GS-6	32,264	33,339	34,414	35,489	36,564	37,639	38,714	39,789	40,864	41,939
GS-7	35,854	37,049	38,244	39,439	40,634	41,829	43,024	44,219	45,414	46,609
GS-8	39,707	41,031	42,355	43,679	45,003	46,327	47,651	48,975	50,299	51,623
GS-9	43,857	45,319	46,781	48,243	49,705	51,167	52,629	54,091	55,553	57,015
GS-10	48,297	49,907	51,517	53,127	54,737	56,347	57,957	59,567	61,177	62,787
GS-11	53,062	54,831	56,600	58,369	60,138	61,907	63,676	65,445	67,214	68,983
GS-12	63,600	65,720	67,840	69,960	72,080	74,200	76,320	78,440	80,560	82,680
GS-13	75,628	78,149	80,670	83,191	85,712	88,233	90,754	93,275	95,796	98,317
GS-14	89,370	92,349	95,328	98,307	101,286	104,265	107,244	110,223	113,202	116,181
GS-15	105,123	108,627	112,131	115,635	119,139	122,643	126,147	129,651	133,155	136,659

SCHEDULE 2--FOREIGN SERVICE SCHEDULE

(Effective on the first day of the first applicable pay period beginning on or after January 1, 2019)

Step	Class 1	Class 2	Class 3	Class 4	Class 5	Class 6	Class 7	Class 8	Class 9
1	\$105,123	\$85,181	\$69,022	\$55,929	\$45,319	\$40,514	\$36,218	\$32,378	\$28,945
2	108,277	87,736	71,093	57,607	46,679	41,729	37,305	33,349	29,813
3	111,525	90,369	73,225	59,335	48,079	42,981	38,424	34,350	30,708
4	114,871	93,080	75,422	61,115	49,521	44,271	39,576	35,380	31,629
5	118,317	95,872	77,685	62,949	51,007	45,599	40,764	36,442	32,578
6	121,866	98,748	80,015	64,837	52,537	46,967	41,987	37,535	33,555
7	125,522	101,711	82,416	66,782	54,113	48,376	43,246	38,661	34,562
8	129,288	104,762	84,888	68,786	55,737	49,827	44,544	39,821	35,599
9	133,167	107,905	87,435	70,849	57,409	51,322	45,880	41,015	36,667
10	136,659	111,142	90,058	72,975	59,131	52,862	47,256	42,246	37,767
11	136,659	114,476	92,760	75,164	60,905	54,447	48,674	43,513	38,900
12	136,659	117,910	95,543	77,419	62,732	56,081	50,134	44,819	40,067
13	136,659	121,448	98,409	79,741	64,614	57,763	51,638	46,163	41,269
14	136,659	125,091	101,361	82,134	66,552	59,496	53,187	47,548	42,507

**SCHEDULE 3--VETERANS HEALTH ADMINISTRATION SCHEDULES
DEPARTMENT OF VETERANS AFFAIRS**

(Effective on the first day of the first applicable pay period
beginning on or after January 1, 2019)

Schedule for the Office of the Under Secretary for Health
(38 U.S.C. 7306)*

(Only applies to incumbents who are not physicians or dentists)

Assistant Under Secretaries for Health		\$165,956**	
	<u>Minimum</u>		<u>Maximum</u>
Service Directors	\$123,290		\$153,119
Director, National Center for Preventive Health	105,123		153,119
Physician, Dentist, and Podiatrist Base and Longevity Schedule***			
Physician Grade	\$103,395		\$151,653
Dentist Grade	103,395		151,653
Podiatrist Grade	103,395		151,653
Chiropractor and Optometrist Schedule			
Chief Grade	\$105,123		\$136,659
Senior Grade.	89,370		116,181
Intermediate Grade.	75,628		98,317
Full Grade.	63,600		82,680
Associate Grade	53,062		68,983
Physician Assistant and Expanded-Function Dental Auxiliary Schedule****			
Director Grade.	\$105,123		\$136,659
Assistant Director Grade.	89,370		116,181
Chief Grade	75,628		98,317
Senior Grade.	63,600		82,680
Intermediate Grade.	53,062		68,983
Full Grade.	43,857		57,015
Associate Grade	37,740		49,062
Junior Grade.	32,264		41,939

* This schedule does not apply to the Deputy Under Secretary for Health, the Associate Deputy Under Secretary for Health, Assistant Under Secretaries for Health who are physicians, dentists, or podiatrists, Medical Directors, the Assistant Under Secretary for Nursing Programs, or the Director of Nursing Services.

** Pursuant to 38 U.S.C. 7404(d), the rate of basic pay payable to these employees is limited to the rate for level V of the Executive Schedule, which is \$153,800.

*** Pursuant to section 3 of Public Law 108-445 and 38 U.S.C. 7431, Veterans Health Administration physicians and dentists may also be paid market pay and performance pay.

**** Pursuant to section 301(a) of Public Law 102-40, these positions are paid according to the Nurse Schedule in 38 U.S.C. 4107(b), as in effect on August 14, 1990, with subsequent adjustments.

SCHEDULE 4--SENIOR EXECUTIVE SERVICE

(Effective on the first day of the first applicable pay period beginning on or after January 1, 2019)

	<u>Minimum</u>	<u>Maximum</u>
Agencies with a Certified SES Performance Appraisal System	\$126,148	\$189,600
Agencies without a Certified SES Performance Appraisal System	\$126,148	\$174,500

SCHEDULE 5--EXECUTIVE SCHEDULE

(Effective on the first day of the first applicable pay period beginning on or after January 1, 2019)

Level I	\$210,700
Level II	189,600
Level III.	174,500
Level IV	164,200
Level V	153,800

SCHEDULE 6--VICE PRESIDENT AND MEMBERS OF CONGRESS

(Effective on the first day of the first applicable pay period beginning on or after January 1, 2019)

Vice President	\$243,500
Senators	174,000
Members of the House of Representatives.	174,000
Delegates to the House of Representatives.	174,000
Resident Commissioner from Puerto Rico	174,000
President pro tempore of the Senate.	193,400
Majority leader and minority leader of the Senate.	193,400
Majority leader and minority leader of the House of Representatives	193,400
Speaker of the House of Representatives.	223,500

SCHEDULE 7--JUDICIAL SALARIES

(Effective on the first day of the first applicable pay period beginning on or after January 1, 2019)

Chief Justice of the United States	\$267,000
Associate Justices of the Supreme Court.	255,300
Circuit Judges	220,600
District Judges.	208,000
Judges of the Court of International Trade	208,000

**SCHEDULE 8--PAY OF THE UNIFORMED SERVICES
(Effective January 1, 2019)**

**Part I--MONTHLY BASIC PAY
YEARS OF SERVICE (COMPUTED UNDER 37 U.S.C. 205)**

Pay Grade	2 or less	Over 2	Over 3	Over 4	Over 6	Over 8	Over 10	Over 12	Over 14	Over 16	Over 18
COMMISSIONED OFFICERS											
O-10*	-	-	-	-	-	-	-	-	-	-	-
O-9	-	-	-	-	-	-	-	-	-	-	-
O-8	\$10,668.90	\$11,018.70	\$11,250.60	\$11,315.40	\$11,604.90	\$12,088.20	\$12,200.70	\$12,659.70	\$12,791.70	\$13,187.10	\$13,759.50
O-7	8,865.30	9,276.90	9,467.70	9,619.20	9,893.40	10,164.60	10,477.80	10,790.10	11,103.60	12,088.20	12,919.20
O-6**	6,722.70	7,385.70	7,870.50	7,870.50	7,900.50	8,239.20	8,283.90	8,283.90	8,754.30	9,586.80	10,075.20
O-5	5,604.30	6,313.50	6,750.00	6,832.50	7,105.50	7,268.40	7,627.20	7,890.90	8,230.80	8,751.30	8,998.50
O-4	4,835.40	5,597.40	5,971.20	6,054.00	6,400.80	6,772.80	7,236.00	7,596.30	7,846.50	7,990.50	8,073.90
O-3***	4,251.60	4,819.20	5,201.40	5,671.50	5,943.60	6,241.50	6,434.40	6,751.20	6,916.80	6,916.80	6,916.80
O-2***	3,673.50	4,183.80	4,818.30	4,981.20	5,083.80	5,083.80	5,083.80	5,083.80	5,083.80	5,083.80	5,083.80
O-1***	3,188.40	3,318.90	4,011.90	4,011.90	4,011.90	4,011.90	4,011.90	4,011.90	4,011.90	4,011.90	4,011.90
COMMISSIONED OFFICERS WITH OVER 4 YEARS ACTIVE DUTY SERVICE AS AN ENLISTED MEMBER OR WARRANT OFFICER****											
O-3E	-	-	-	\$5,671.50	\$5,943.60	\$6,241.50	\$6,434.40	\$6,751.20	\$7,018.80	\$7,172.70	\$7,381.80
O-2E	-	-	-	4,981.20	5,083.80	5,245.50	5,518.80	5,730.00	5,887.20	5,887.20	5,887.20
O-1E	-	-	-	4,011.90	4,284.00	4,442.40	4,604.40	4,763.40	4,981.20	4,981.20	4,981.20
WARRANT OFFICERS											
W-5	-	-	-	-	-	-	-	-	-	-	-
W-4	\$4,393.80	\$4,726.20	\$4,861.80	\$4,995.30	\$5,225.10	\$5,452.80	\$5,683.20	\$6,029.10	\$6,333.00	\$6,621.90	\$6,858.60
W-3	4,012.50	4,179.60	4,351.20	4,407.60	4,586.70	4,940.40	5,308.50	5,482.20	5,682.90	5,889.00	6,261.00
W-2	3,550.50	3,886.20	3,989.70	4,060.50	4,290.90	4,648.80	4,826.10	5,000.40	5,214.00	5,381.10	5,532.00
W-1	3,116.40	3,452.10	3,542.10	3,732.60	3,957.90	4,290.30	4,445.10	4,662.00	4,875.30	5,043.30	5,197.50

* Basic pay is limited to the rate of basic pay for level II of the Executive Schedule in effect during calendar year 2019, which is \$15,800.10 per month for officers at pay grades O-7 through O-10. This includes officers serving as Chairman or Vice Chairman of the Joint Chiefs of Staff, Chief of Staff of the Army, Chief of Naval Operations, Chief of Staff of the Air Force, Commandant of the Marine Corps, Commandant of the Coast Guard, Chief of the National Guard Bureau, or commander of a unified or specified combatant command (as defined in 10 U.S.C. 161(c)).

**Basic pay is limited to the rate of basic pay for level V of the Executive Schedule in effect during calendar year 2019, which is \$12,816.60 per month, for officers at pay grades O-6 and below.

*** Does not apply to commissioned officers who have been credited with over 4 years of active duty service as an enlisted member or warrant officer.

**** Reservists with at least 1,460 points as an enlisted member, a warrant officer, or a warrant officer and an enlisted member which are creditable toward reserve retirement also qualify for these rates.

SCHEDULE 8--PAY OF THE UNIFORMED SERVICES (PAGE 2)
(Effective January 1, 2019)

Part I--MONTHLY BASIC PAY
YEARS OF SERVICE (COMPUTED UNDER 37 U.S.C. 205)

Pay Grade	Over 20	Over 22	Over 24	Over 26	Over 28	Over 30	Over 32	Over 34	Over 36	Over 38	Over 40
COMMISSIONED OFFICERS											
O-10*	\$15,800.10*	\$15,800.10*	\$15,800.10*	\$15,800.10*	\$15,800.10*	\$15,800.10*	\$15,800.10*	\$15,800.10*	\$15,800.10*	\$15,800.10*	\$15,800.10*
O-9	15,078.60	15,296.40	15,610.20	15,800.10*	15,800.10*	15,800.10*	15,800.10*	15,800.10*	15,800.10*	15,800.10*	15,800.10*
O-8	14,287.20	14,639.40	14,639.40	14,639.40	14,639.40	15,006.00	15,006.00	15,380.70	15,380.70	15,380.70	15,380.70
O-7	12,919.20	12,919.20	12,919.20	12,985.50	12,985.50	13,245.30	13,245.30	13,245.30	13,245.30	13,245.30	13,245.30
O-6**	10,563.30	10,841.40	11,123.10	11,668.20	11,668.20	11,901.30	11,901.30	11,901.30	11,901.30	11,901.30	11,901.30
O-5	9,243.60	9,521.40	9,521.40	9,521.40	9,521.40	9,521.40	9,521.40	9,521.40	9,521.40	9,521.40	9,521.40
O-4	8,073.90	8,073.90	8,073.90	8,073.90	8,073.90	8,073.90	8,073.90	8,073.90	8,073.90	8,073.90	8,073.90
O-3***	6,916.80	6,916.80	6,916.80	6,916.80	6,916.80	6,916.80	6,916.80	6,916.80	6,916.80	6,916.80	6,916.80
O-2***	5,083.80	5,083.80	5,083.80	5,083.80	5,083.80	5,083.80	5,083.80	5,083.80	5,083.80	5,083.80	5,083.80
O-1***	4,011.90	4,011.90	4,011.90	4,011.90	4,011.90	4,011.90	4,011.90	4,011.90	4,011.90	4,011.90	4,011.90

COMMISSIONED OFFICERS WITH OVER 4 YEARS ACTIVE DUTY SERVICE
AS AN ENLISTED MEMBER OR WARRANT OFFICER****

O-3E	\$7,381.80	\$7,381.80	\$7,381.80	\$7,381.80	\$7,381.80	\$7,381.80	\$7,381.80	\$7,381.80	\$7,381.80	\$7,381.80	\$7,381.80
O-2E	5,887.20	5,887.20	5,887.20	5,887.20	5,887.20	5,887.20	5,887.20	5,887.20	5,887.20	5,887.20	5,887.20
O-1E	4,981.20	4,981.20	4,981.20	4,981.20	4,981.20	4,981.20	4,981.20	4,981.20	4,981.20	4,981.20	4,981.20

WARRANT OFFICERS

W-5	\$7,812.60	\$8,208.60	\$8,503.80	\$8,830.50	\$8,830.50	\$9,272.70	\$9,272.70	\$9,735.60	\$9,735.60	\$10,223.40	\$10,223.40
W-4	7,089.30	7,428.00	7,706.40	8,024.10	8,024.10	8,184.00	8,184.00	8,184.00	8,184.00	8,184.00	8,184.00
W-3	6,511.80	6,661.80	6,821.10	7,038.60	7,038.60	7,038.60	7,038.60	7,038.60	7,038.60	7,038.60	7,038.60
W-2	5,713.20	5,832.00	5,926.20	5,926.20	5,926.20	5,926.20	5,926.20	5,926.20	5,926.20	5,926.20	5,926.20
W-1	5,385.30	5,385.30	5,385.30	5,385.30	5,385.30	5,385.30	5,385.30	5,385.30	5,385.30	5,385.30	5,385.30

* Basic pay is limited to the rate of basic pay for level II of the Executive Schedule in effect during calendar year 2019, which is \$15,800.10 per month for officers at pay grades O-7 through O-10. This includes officers serving as Chairman or Vice Chairman of the Joint Chiefs of Staff, Chief of Staff of the Army, Chief of Naval Operations, Chief of Staff of the Air Force, Commandant of the Marine Corps, Commandant of the Coast Guard, Chief of the National Guard Bureau, or commander of a unified or specified combatant command (as defined in 10 U.S.C. 161(c)).

**Basic pay is limited to the rate of basic pay for level V of the Executive Schedule in effect during calendar year 2019, which is \$12,816.60 per month, for officers at pay grades O-6 and below.

*** Does not apply to commissioned officers who have been credited with over 4 years of active duty service as an enlisted member or warrant officer.

**** Reservists with at least 1,460 points as an enlisted member, a warrant officer, or a warrant officer and an enlisted member which are creditable toward reserve retirement also qualify for these rates.

SCHEDULE 8--PAY OF THE UNIFORMED SERVICES (PAGE 3)
(Effective January 1, 2019)

Part I--MONTHLY BASIC PAY

YEARS OF SERVICE (COMPUTED UNDER 37 U.S.C. 205)

Pay Grade	2 or less	Over 2	Over 3	Over 4	Over 6	Over 8	Over 10	Over 12	Over 14	Over 16	Over 18
ENLISTED MEMBERS											
E-9*	-	-	-	-	-	-	\$5,308.20	\$5,428.50	\$5,580.30	\$5,758.20	\$5,938.80
E-8	-	-	-	-	-	\$4,345.50	4,537.50	4,656.60	4,798.80	4,953.60	5,232.30
E-7	\$3,020.70	\$3,296.70	\$3,423.30	\$3,590.10	\$3,720.90	3,945.00	4,071.60	4,295.70	4,482.60	4,609.80	4,745.40
E-6	2,612.70	2,875.20	3,002.10	3,125.40	3,254.10	3,543.30	3,656.40	3,874.80	3,941.40	3,990.00	4,046.70
E-5	2,393.40	2,554.80	2,678.10	2,804.40	3,001.50	3,207.00	3,376.20	3,396.60	3,396.60	3,396.60	3,396.60
E-4	2,194.50	2,307.00	2,431.80	2,555.40	2,664.00	2,664.00	2,664.00	2,664.00	2,664.00	2,664.00	2,664.00
E-3	1,981.20	2,105.70	2,233.50	2,233.50	2,233.50	2,233.50	2,233.50	2,233.50	2,233.50	2,233.50	2,233.50
E-2	1,884.00	1,884.00	1,884.00	1,884.00	1,884.00	1,884.00	1,884.00	1,884.00	1,884.00	1,884.00	1,884.00
E-1**	1,680.90	1,680.90	1,680.90	1,680.90	1,680.90	1,680.90	1,680.90	1,680.90	1,680.90	1,680.90	1,680.90
E-1***	1,554.00	-	-	-	-	-	-	-	-	-	-

* For noncommissioned officers serving as Sergeant Major of the Army, Master Chief Petty Officer of the Navy or Coast Guard, Chief Master Sergeant of the Air Force, Sergeant Major of the Marine Corps, Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff, or Senior Enlisted Advisor to the Chief of the National Guard Bureau, basic pay for this grade is \$8,578.50 per month, regardless of cumulative years of service under 37 U.S.C. 205.

** Applies to personnel who have served 4 months or more on active duty.

*** Applies to personnel who have served less than 4 months on active duty.

SCHEDULE 8--PAY OF THE UNIFORMED SERVICES (PAGE 4)
(Effective January 1, 2019)

Part I--MONTHLY BASIC PAY

YEARS OF SERVICE (COMPUTED UNDER 37 U.S.C. 205)

Pay Grade	Over 20	Over 22	Over 24	Over 26	Over 28	Over 30	Over 32	Over 34	Over 36	Over 38	Over 40
ENLISTED MEMBERS											
E-9*	\$6,226.50	\$6,470.70	\$6,726.60	\$7,119.30	\$7,119.30	\$7,474.80	\$7,474.80	\$7,848.90	\$7,848.90	\$8,241.90	\$8,241.90
E-8	5,373.60	5,613.90	5,747.40	6,075.60	6,075.60	6,197.70	6,197.70	6,197.70	6,197.70	6,197.70	6,197.70
E-7	4,797.60	4,974.30	5,068.80	5,429.10	5,429.10	5,429.10	5,429.10	5,429.10	5,429.10	5,429.10	5,429.10
E-6	4,046.70	4,046.70	4,046.70	4,046.70	4,046.70	4,046.70	4,046.70	4,046.70	4,046.70	4,046.70	4,046.70
E-5	3,396.60	3,396.60	3,396.60	3,396.60	3,396.60	3,396.60	3,396.60	3,396.60	3,396.60	3,396.60	3,396.60
E-4	2,664.00	2,664.00	2,664.00	2,664.00	2,664.00	2,664.00	2,664.00	2,664.00	2,664.00	2,664.00	2,664.00
E-3	2,233.50	2,233.50	2,233.50	2,233.50	2,233.50	2,233.50	2,233.50	2,233.50	2,233.50	2,233.50	2,233.50
E-2	1,884.00	1,884.00	1,884.00	1,884.00	1,884.00	1,884.00	1,884.00	1,884.00	1,884.00	1,884.00	1,884.00
E-1**	1,680.90	1,680.90	1,680.90	1,680.90	1,680.90	1,680.90	1,680.90	1,680.90	1,680.90	1,680.90	1,680.90
E-1***	-	-	-	-	-	-	-	-	-	-	-

* For noncommissioned officers serving as Sergeant Major of the Army, Master Chief Petty Officer of the Navy or Coast Guard, Chief Master Sergeant of the Air Force, Sergeant Major of the Marine Corps, Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff, or Senior Enlisted Advisor to the Chief of the National Guard Bureau, basic pay for this grade is \$8,578.50 per month, regardless of cumulative years of service under 37 U.S.C. 205.

** Applies to personnel who have served 4 months or more on active duty.

*** Applies to personnel who have served less than 4 months on active duty.

SCHEDULE 8--PAY OF THE UNIFORMED SERVICES (PAGE 5)

Part II--RATE OF MONTHLY CADET OR MIDSHIPMAN PAY

The rate of monthly cadet or midshipman pay authorized by 37 U.S.C. 203(c) is \$1,116.00.

Note: As a result of the enactment of sections 602-604 of Public Law 105-85, the National Defense Authorization Act for Fiscal Year 1998, the Secretary of Defense now has the authority to adjust the rates of basic allowances for subsistence and housing. Therefore, these allowances are no longer adjusted by the President in conjunction with the adjustment of basic pay for members of the uniformed services. Accordingly, the tables of allowances included in previous orders are not included here.

SCHEDULE 10--ADMINISTRATIVE LAW JUDGES

(Effective on the first day of the first applicable pay period beginning on or after January 1, 2019)

AL-3/A.....	\$109,600
AL-3/B.....	117,900
AL-3/C.....	126,400
AL-3/D.....	134,900
AL-3/E.....	143,500
AL-3/F.....	151,700
AL-2.....	160,100
AL-1.....	164,200

SCHEDULE 9--LOCALITY-BASED COMPARABILITY PAYMENTS

(Effective on the first day of the first applicable pay period
beginning on or after January 1, 2019)

<u>Locality Pay Area*</u>	<u>Rate</u>
Alaska.....	28.02%
Albany-Schenectady, NY-MA.....	16.50%
Albuquerque-Santa Fe-Las Vegas, NM.....	15.76%
Atlanta-Athens-Clarke County-Sandy Springs, GA-AL.....	21.16%
Austin-Round Rock, TX.....	16.71%
Birmingham-Hoover-Talladega, AL.....	15.37%
Boston-Worcester-Providence, MA-RI-NH-ME.....	27.48%
Buffalo-Cheektowaga, NY.....	19.18%
Burlington-South Burlington, VT.....	15.37%
Charlotte-Concord, NC-SC.....	16.21%
Chicago-Naperville, IL-IN-WI.....	27.47%
Cincinnati-Wilmington-Maysville, OH-KY-IN.....	19.87%
Cleveland-Akron-Canton, OH.....	20.08%
Colorado Springs, CO.....	16.59%
Columbus-Marion-Zanesville, OH.....	18.97%
Corpus Christi-Kingsville-Alice, TX.....	15.37%
Dallas-Fort Worth, TX-OK.....	23.40%
Davenport-Moline, IA-IL.....	16.08%
Dayton-Springfield-Sidney, OH.....	18.11%
Denver-Aurora, CO.....	25.47%
Detroit-Warren-Ann Arbor, MI.....	26.25%
Harrisburg-Lebanon, PA.....	16.15%
Hartford-West Hartford, CT-MA.....	28.21%
Hawaii.....	18.43%
Houston-The Woodlands, TX.....	31.74%
Huntsville-Decatur-Albertville, AL.....	18.49%
Indianapolis-Carmel-Muncie, IN.....	16.23%
Kansas City-Overland Park-Kansas City, MO-KS.....	16.10%
Laredo, TX.....	17.40%
Las Vegas-Henderson, NV-AZ.....	16.49%
Los Angeles-Long Beach, CA.....	30.57%
Miami-Fort Lauderdale-Port St. Lucie, FL.....	22.64%
Milwaukee-Racine-Waukesha, WI.....	20.14%
Minneapolis-St. Paul, MN-WI.....	23.37%
New York-Newark, NY-NJ-CT-PA.....	32.13%
Omaha-Council Bluffs-Fremont, NE-IA.....	15.37%
Palm Bay-Melbourne-Titusville, FL.....	15.93%
Philadelphia-Reading-Camden, PA-NJ-DE-MD.....	24.59%
Phoenix-Mesa-Scottsdale, AZ.....	19.09%
Pittsburgh-New Castle-Weirton, PA-OH-WV.....	18.35%
Portland-Vancouver-Salem, OR-WA.....	22.53%
Raleigh-Durham-Chapel Hill, NC.....	19.52%
Richmond, VA.....	18.79%
Sacramento-Roseville, CA-NV.....	24.86%
San Antonio-New Braunfels-Pearsall, TX.....	15.37%
San Diego-Carlsbad, CA.....	27.88%
San Jose-San Francisco-Oakland, CA.....	39.28%
Seattle-Tacoma, WA.....	25.11%
St. Louis-St. Charles-Farmington, MO-IL.....	16.47%
Tucson-Nogales, AZ.....	16.17%
Virginia Beach-Norfolk, VA-NC.....	15.37%
Washington-Baltimore-Arlington, DC-MD-VA-WV-PA.....	28.22%
Rest of U.S.....	15.37%

* Locality Pay Areas are defined in 5 CFR 531.603.

SALARY TABLE 2019-DCB
INCORPORATING A LOCALITY PAYMENT OF 28.22%
FOR THE LOCALITY PAY AREA OF WASHINGTON-BALTIMORE-ARLINGTON, DC-MD-VA-WV-PA
APPLICABLE LOCALITY RATES UNCHANGED FROM 2018 LEVELS FOR 2019
EFFECTIVE JANUARY 2019

Annual Rates by Grade and Step

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
1	\$ 24,086	\$ 24,893	\$ 25,694	\$ 26,490	\$ 27,292	\$ 27,760	\$ 28,551	\$ 29,351	\$ 29,382	\$ 30,134
2	27,081	27,726	28,623	29,382	29,715	30,589	31,464	32,338	33,213	34,087
3	29,548	30,533	31,518	32,502	33,487	34,472	35,457	36,441	37,426	38,411
4	33,172	34,277	35,382	36,488	37,593	38,698	39,803	40,909	42,014	43,119
5	37,113	38,351	39,588	40,825	42,063	43,300	44,537	45,775	47,012	48,249
6	41,369	42,747	44,126	45,504	46,882	48,261	49,639	51,017	52,396	53,774
7	45,972	47,504	49,036	50,569	52,101	53,633	55,165	56,698	58,230	59,762
8	50,912	52,610	54,308	56,005	57,703	59,400	61,098	62,796	64,493	66,191
9	56,233	58,108	59,983	61,857	63,732	65,606	67,481	69,355	71,230	73,105
10	61,926	63,991	66,055	68,119	70,184	72,248	74,312	76,377	78,441	80,505
11	68,036	70,304	72,573	74,841	77,109	79,377	81,645	83,914	86,182	88,450
12	81,548	84,266	86,984	89,703	92,421	95,139	97,858	100,576	103,294	106,012
13	96,970	100,203	103,435	106,668	109,900	113,132	116,365	119,597	122,830	126,062
14	114,590	118,410	122,230	126,049	129,869	133,689	137,508	141,328	145,148	148,967
15	134,789	139,282	143,774	148,267	152,760	157,253	161,746	164,200 *	164,200 *	164,200 *

* Rate limited to the rate for level IV of the Executive Schedule (5 U.S.C. 5304 (g)(1)).

Applicable locations are shown on the 2019 Locality Pay Area Definitions page: <http://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/2019/locality-pay-area-definitions/>

**Executive Schedule (EX) Pay History
2009-2019**

Effective Date	January 2009	January 2010	January 2011	January 2012	January 2013	January 2014 ¹	January 2015 ²	January 2016 ³	January 2017 ⁴	January 2018 ⁵	January 2019 ⁶
Level I	\$196,700	\$199,700	\$199,700	\$199,700	\$199,700	\$201,700	\$203,700	\$205,700	\$207,800	\$210,700	\$213,600
Level II	\$177,000	\$179,700	\$179,700	\$179,700	\$179,700	\$181,500	\$183,300	\$185,100	\$187,000	\$189,600	\$192,300
Level III	\$162,900	\$165,300	\$165,300	\$165,300	\$165,300	\$167,000	\$168,700	\$170,400	\$172,100	\$174,500	\$176,900
Level IV	\$153,200	\$155,500	\$155,500	\$155,500	\$155,500	\$157,100	\$158,700	\$160,300	\$161,900	\$164,200	\$166,500
Level V	\$143,500	\$145,700	\$145,700	\$145,700	\$145,700	\$147,200	\$148,700	\$150,200	\$151,700	\$153,800	\$156,000

% Increase from previous year	1.5%	Frozen	Frozen	Frozen	1.1%	1.1%	1.1%	1.1%	1.4%	1.4%
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SES Cap (DoD)	\$177,000	\$179,700	\$179,700	\$179,700	\$179,700	\$181,500	\$183,300	\$185,100	\$187,000	\$189,600	\$192,300	Up to Level II
SES Cap (NC)	\$177,000	\$179,700	\$179,700	\$179,700	\$179,700	\$179,700 ¹	\$179,700 ²	\$179,700 ³	\$179,700 ⁴	\$179,700 ⁵	\$192,300	Up to Level II
GS Cap	\$153,200	\$155,500	\$155,500	\$155,500	\$155,500	\$157,100	\$158,700	\$160,300	\$161,900	\$164,200	\$166,500	Up to Level IV
GOFO Cap	\$177,000	\$179,700	\$179,700	\$179,700	\$179,700	\$181,500	\$181,500 ⁶	\$181,500 ⁷	\$187,000	\$189,600	\$192,300	Up to Level II
JCS/CCDR	\$231,900	\$239,800	\$243,200	\$247,100	\$251,300	\$253,800	\$253,800	\$253,800	N/A ⁸	N/A ⁸	N/A ⁸	Without Cap ⁸
O-10 (Over 40 yrs)	\$216,700	\$224,100	\$227,200	\$230,900	\$234,800	\$237,200	\$237,200	\$237,200	N/A ⁸	N/A ⁸	N/A ⁸	Without Cap ⁸
O-6 Cap	\$143,500	\$145,700	\$145,700	\$145,700	\$145,700	\$147,200	\$148,700	\$150,200	\$151,700	\$153,800	\$156,000	Up to Level V

The following sections limited the pay for the Vice President and certain senior political appointees (PAS & NC SES) at applicable 2013 levels.

¹ Section 741 of title VII of division E of the Consolidated Appropriations Act, 2014

² Section 738 of title VII of division E of the Consolidated and Further Continuing Appropriations Act, 2015

³ Section 738 of title VII of division E of the Consolidated Appropriations Act, 2016

⁴ Section 101 of the Further Continuing and Security Assistance Appropriations Act, 2017

⁵ Section 738 of title VII of division E of the Consolidated Appropriations Act, 2018

⁶ OPM Acting Director Weichert directed the continuation of the pay freeze at 2013 levels (CPM 2019-01, January 4, 2019) until the effective date of the enactment of the Consolidated Appropriations Act, 2019 (which removed limits and incorporated a pay increase retroactive to the beginning of 2019)

The basic pay for GOFO was limited to EX II in effect during 2014, pursuant to the following sections.

⁶ Section 601 of the Carl Levin and Howard P. "Buck" McKeon National Defense Authorization Act for Fiscal Year 2015

⁷ Section 601 of the National Defense Authorization Act for Fiscal Year 2016

⁸ After 2016, the uncapped pay levels have not been publicly released

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United States Code
(<http://uscode.house.gov>)**

Text contains those laws in effect on February 25, 2019

§111 Department of Defense	§113 Secretary of Defense	§131 Office of the Secretary of Defense §191 & §192 Defense Agencies and DoD Field Activities §10501 National Guard Bureau	
§151 Joint Chiefs of Staff (JCS)	§155 Joint Staff	§161 CCMDs	§193 Combat Support Agencies
§7011 Department of the Army	§7014 Office of the Secretary of the Army	§7031 The Army Staff	§7062 The Army
§8011 & §5061 Department of the Navy	§8014 Office of the Secretary of the Navy	§8031 Office of the Chief of Naval Operations	§8062 The Navy
		§8041 Headquarters, Marine Corps	§8063 The Marine Corps
§9011 Department of the Air Force	§9014 Office of the Secretary of the Air Force	§9031 The Air Staff	§9062 The Air Force

TITLE 10—ARMED FORCES

CHAPTER 2—DEPARTMENT OF DEFENSE

§111. Executive department

- (a) The Department of Defense is an executive department of the United States.
- (b) The Department is composed of the following:
- (1) The Office of the Secretary of Defense.
 - (2) The Joint Chiefs of Staff.
 - (3) The Joint Staff.
 - (4) The Defense Agencies.
 - (5) Department of Defense Field Activities.
 - (6) The Department of the Army.
 - (7) The Department of the Navy.
 - (8) The Department of the Air Force.
 - (9) The unified and specified combatant commands.
 - (10) Such other offices, agencies, activities, and commands as may be established or designated by law or by the President.
 - (11) All offices, agencies, activities, and commands under the control or supervision of any element named in paragraphs (1) through (10).
- (c) If the President establishes or designates an office, agency, activity, or command in the Department of Defense of a kind other than those described in paragraphs (1) through (9) of subsection (b), the President shall notify Congress not later than 60 days thereafter.

(Added Pub. L. 87-6q51, title II, §202, Sept. 7, 1962, 76 Stat. 517, §131; renumbered §111 and amended Pub. L. 99-433, title I, §101(a)(2), (b), Oct. 1, 1986, 100 Stat. 994, 995)

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§113. Secretary of Defense

(a) There is a Secretary of Defense, who is the head of the Department of Defense, appointed from civilian life by the President, by and with the advice and consent of the Senate. A person may not be appointed as Secretary of Defense within seven years after relief from active duty as a commissioned officer of a regular component of an armed force.

(b) The Secretary is the principal assistant to the President in all matters relating to the Department of Defense. Subject to the direction of the President and to this title and section 2 of the National Security Act of 1947 (50 U.S.C. 3002) he has authority, direction, and control over the Department of Defense.

(c) The Secretary shall report annually in writing to the President and the Congress on the expenditures, work, and accomplishments of the Department of Defense during the period covered by the report, together with—

(1) a report from each military department on the expenditures, work, and accomplishments of that department;

(2) itemized statements showing the savings of public funds, and the eliminations of unnecessary duplications, made under sections 125 and 191 of this title; and

(3) such recommendations as he considers appropriate.

(d) Unless specifically prohibited by law, the Secretary may, without being relieved of his responsibility, perform any of his functions or duties, or exercise any of his powers through, or with the aid of, such persons in, or organizations of, the Department of Defense as he may designate.

(e)(1) The Secretary shall include in his annual report to Congress under subsection (c)—

(A) a description of the major military missions and of the military force structure of the United States for the next fiscal year;

(B) an explanation of the relationship of those military missions to that force structure; and

(C) the justification for those military missions and that force structure.

(2) In preparing the matter referred to in paragraph (1), the Secretary shall take into consideration the content of the annual national security strategy report of the President under section 108 of the National Security Act of 1947 (50 U.S.C. 3043) for the fiscal year concerned.

(f) When a vacancy occurs in an office within the Department of Defense and the office is to be filled by a person appointed from civilian life by the President, by and with the advice and consent of the Senate, the Secretary of Defense shall inform the President of the qualifications needed by a person serving in that office to carry out effectively the duties and responsibilities of that office.

(g)(1)(A) Except as provided in subparagraph (E), in January every four years, and intermittently otherwise as may be appropriate, the Secretary of Defense shall provide to the Secretaries of the military departments, the Chiefs of Staff of the armed forces, the commanders of the unified and specified combatant commands, and the heads of all Defense Agencies and Field Activities of the Department of Defense and other elements of the Department specified in paragraphs (1) through (10) of section 111(b) of this title, and to the congressional defense committees, a defense strategy. Each strategy shall be known as the "national defense strategy", and shall support the most recent national security strategy report of the President under section 108 of the National Security Act of 1947 (50 U.S.C. 3043).

(B) Each national defense strategy shall including the following:

(i) The priority missions of the Department of Defense, and the assumed force planning scenarios and constructs.

(ii) The assumed strategic environment, including the most critical and enduring threats to the national security of the United States and its allies posed by state or non-state actors, and the strategies that the Department will employ to counter such threats and provide for the national defense.

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(iii) A strategic framework prescribed by the Secretary that guides how the Department will prioritize among the threats described in clause (ii) and the missions specified pursuant to clause (i), how the Department will allocate and mitigate the resulting risks, and how the Department will make resource investments.

(iv) The roles and missions of the armed forces to carry out the missions described in clause (i), and the assumed roles and capabilities provided by other United States Government agencies and by allies and international partners.

(v) The force size and shape, force posture, defense capabilities, force readiness, infrastructure, organization, personnel, technological innovation, and other elements of the defense program necessary to support such strategy.

(vi) The major investments in defense capabilities, force structure, force readiness, force posture, and technological innovation that the Department will make over the following five-year period in accordance with the strategic framework described in clause (iii).

(C) The Secretary shall seek the military advice and assistance of the Chairman of the Joint Chiefs of Staff in preparing each national defense strategy required by this subsection.

(D) Each national defense strategy under this subsection shall be presented to the congressional defense committees in classified form with an unclassified summary.

(E) In a year following an election for President, which election results in the appointment by the President of a new Secretary of Defense, the Secretary shall present the national defense strategy required by this subsection as soon as possible after appointment by and with the advice and consent of the Senate.

(F) In February of each year in which the Secretary does not submit a new defense strategy as required by paragraph (A), the Secretary shall submit to the congressional defense committees an assessment of the current national defense strategy, including an assessment of the implementation of the strategy by the Department and an assessment whether the strategy requires revision as a result of changes in assumptions, policy, or other factors.

(2)(A) In implementing the requirement in paragraph (1), the Secretary, with the advice of the Chairman of the Joint Chiefs of Staff, shall each year provide to the officials and officers referred in paragraph (1)(A) written guidance (to be known as 'Defense Planning Guidance') establishing goals, priorities, and objectives, including fiscal constraints, to direct the preparation and review of the program and budget recommendations of all elements of the Department, including—

(i) the priority military missions of the Department, including the assumed force planning scenarios and constructs;

(ii) the force size and shape, force posture, defense capabilities, force readiness, infrastructure, organization, personnel, technological innovation, and other elements of the defense program necessary to support the strategy required by paragraph (1);

(iii) the resource levels projected to be available for the period of time for which such recommendations and proposals are to be effective; and

(iv) a discussion of any changes in the strategy required by paragraph (1) and assumptions underpinning the strategy, as required by paragraph (1).

(B) The guidance required by this paragraph shall be produced in February each year in order to support the planning and budget process. A comprehensive briefing on the guidance shall be provided to the congressional defense committees at the same time as the submission of the budget of the President (as submitted to Congress pursuant to section 1105(a) of title 31) for the fiscal year beginning in the year in which such guidance is produced.

(3)(A) In implementing the requirement in paragraph (1) and in conjunction with the reporting requirement in section 2687a of this title, the Secretary, with the approval of the President and the advice of the Chairman of the Joint Chiefs of Staff, shall, on the basis provided in subparagraph (E), provide to the officials and officers referred to in paragraph (1)(A) written guidance (to be known as

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'Contingency Planning Guidance' or 'Guidance for Employment of the Force') on the preparation and review of contingency and campaign plans, including plans for providing support to civil authorities in an incident of national significance or a catastrophic incident, for homeland defense, and for military support to civil authorities.

(B) The guidance required by this paragraph shall include the following:

(i) A description of the manner in which limited existing forces and resources shall be prioritized and apportioned to achieve the objectives described in the strategy required by paragraph (1).

(ii) A description of the relative priority of contingency and campaign plans, specific force levels, and supporting resource levels projected to be available for the period of time for which such plans are to be effective.

(C) The guidance required by this paragraph shall include the following:

(i) Prioritized global, regional, and functional policy objectives that the armed forces should plan to achieve, including plans for deliberate and contingency scenarios.

(ii) Policy and strategic assumptions that should guide military planning, including the role of foreign partners.

(iii) Guidance on global posture and global force management.

(iv) Security cooperation priorities.

(v) Specific guidance on United States and Department nuclear policy.

(D) The guidance required by this paragraph shall be the primary source document to be used by the Chairman of the Joint Chiefs of Staff in—

(i) executing the global military integration responsibilities described in section 153 of this title; and

(ii) developing implementation guidance for the Joint Chiefs of Staff and the commanders of the combatant commands.

(E) The guidance required by this paragraph shall be produced every two years, or more frequently as needed.

(4)(A) In implementing the requirement in paragraph (1), the Secretary, with the advice of the Chairman of the Joint Chiefs of Staff, shall each year produce, and submit to the congressional defense committees, a report (to be known as the 'Global Defense Posture Report') that shall include the following:

(i) A description of major changes to United States forces, capabilities, and equipment assigned and allocated outside the United States, focused on significant alterations, additions, or reductions to such global defense posture that are required to execute the strategy and plans of the Department.

(ii) A description of the supporting network of infrastructure, facilities, pre-positioned stocks, and war reserve materiel required for execution of major contingency plans of the Department.

(iii) A list of all enduring locations, including main operating bases, forward operating sites, and cooperative security locations.

(iv) A description of the status of treaty, access, cost-sharing, and status-protection agreements with foreign nations.

(v) A summary of the priority posture initiatives for each region by the commanders of the combatant commands.

(vi) For each military department, a summary of the implications for overseas posture of any force structure changes.

(vii) A description of the costs incurred outside the United States during the preceding fiscal year in connection with operating, maintaining, and supporting United States forces outside the United States for each military department, broken out by country, and whether for operation and maintenance, infrastructure, or transportation.

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(viii) A description of the amount of direct support for the stationing of United States forces provided by each host nation during the preceding fiscal year.

(B) The report required by this paragraph shall be submitted to the congressional defense committees as required by subparagraph (A) by not later than April 30 each year.

(C) In this paragraph, the term 'United States', when used in a geographic sense, includes the territories and possessions of the United States.

(h) The Secretary of Defense shall keep the Secretaries of the military departments informed with respect to military operations and activities of the Department of Defense that directly affect their respective responsibilities.

(i)(1) The Secretary of Defense shall transmit to Congress each year a report that contains a comprehensive net assessment of the defense capabilities and programs of the armed forces of the United States and its allies as compared with those of their potential adversaries.

(2) Each such report shall-

(A) include a comparison of the defense capabilities and programs of the armed forces of the United States and its allies with the armed forces of potential adversaries of the United States and allies of the United States;

(B) include an examination of the trends experienced in those capabilities and programs during the five years immediately preceding the year in which the report is transmitted and an examination of the expected trends in those capabilities and programs during the period covered by the future-years defense program submitted to Congress during that year pursuant to section 221 of this title;

(C) include a description of the means by which the Department of Defense will maintain the capability to reconstitute or expand the defense capabilities and programs of the armed forces of the United States on short notice to meet a resurgent or increased threat to the national security of the United States;

(D) reflect, in the overall assessment and in the strategic and regional assessments, the defense capabilities and programs of the armed forces of the United States specified in the budget submitted to Congress under section 1105 of title 31 in the year in which the report is submitted and in the five-year defense program submitted in such year; and

(E) identify the deficiencies in the defense capabilities of the armed forces of the United States in such budget and such five-year defense program.

(3) The Secretary shall transmit to Congress the report required for each year under paragraph (1) at the same time that the President submits the budget to Congress under section 1105 of title 31 in that year. Such report shall be transmitted in both classified and unclassified form.

(j)(1) Not later than April 8 of each year, the Secretary of Defense shall submit to congressional defense committees 1 a report on the cost of stationing United States forces outside of the United States. Each such report shall include a detailed statement of the following:

(A) The costs incurred outside the United States in connection with operating, maintaining, and supporting United States forces outside the United States, including all direct and indirect expenditures of United States funds in connection with such stationing.

(B) The amount of direct and indirect support for the stationing of United States forces provided by each host nation.

(2) In this subsection, the term "United States", when used in a geographic sense, includes the territories and possessions of the United States.

(k) The Secretary of Defense, with the advice and assistance of the Chairman of the Joint Chiefs of Staff, shall provide annually to the Secretaries of the military departments and to the commanders of the combatant commands written guidelines to direct the effective detection and monitoring of all potential aerial and maritime threats to the national security of the United States. Those guidelines

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shall include guidance on the specific force levels and specific supporting resources to be made available for the period of time for which the guidelines are to be in effect.

[(l) Repealed. Pub. L. 115-91, div. A, title X, §1051(a)(1)(B), Dec. 12, 2017, 131 Stat. 1560]

(m) Information To Accompany Funding Request for Contingency Operation.-Whenever the President submits to Congress a request for appropriations for costs associated with a contingency operation that involves, or likely will involve, the deployment of more than 500 members of the armed forces, the Secretary of Defense shall submit to Congress a report on the objectives of the operation. The report shall include a discussion of the following:

(1) What clear and distinct objectives guide the activities of United States forces in the operation.

(2) What the President has identified on the basis of those objectives as the date, or the set of conditions, that defines the endpoint of the operation.

(Added Pub. L. 87-651, title II, §202, Sept. 7, 1962, 76 Stat. 517, §133; amended Pub. L. 96-513, title V, §511(3), Dec. 12, 1980, 94 Stat. 2920; Pub. L. 97-252, title XI, §1105, Sept. 8, 1982, 96 Stat. 739; Pub. L. 97-295, §1(1), Oct. 12, 1982, 96 Stat. 1287; renumbered §113 and amended Pub. L. 99-433, title I, §§101(a)(2), 102, 110(b)(2), (d)(2), title III, §301(b)(2), title VI, §603(b), Oct. 1, 1986, 100 Stat. 994, 996, 1002, 1022, 1075; Pub. L. 100-26, §7(d)(1), Apr. 21, 1987, 101 Stat. 280; Pub. L. 100-180, div. A, title XII, §1214, Dec. 4, 1987, 101 Stat. 1157; Pub. L. 100-370, §1(o)(1), July 19, 1988, 102 Stat. 850; Pub. L. 100-456, div. A, title VII, §731, title XI, §1101, Sept. 29, 1988, 102 Stat. 2003, 2042; Pub. L. 101-189, div. A, title XVI, §1622(c)(1), Nov. 29, 1989, 103 Stat. 1604; Pub. L. 101-510, div. A, title XIII, §1322(a)(1), Nov. 5, 1990, 104 Stat. 1671; Pub. L. 102-190, div. A, title III, §341, Dec. 5, 1991, 105 Stat. 1343; Pub. L. 103-337, div. A, title X, §1070(a)(1), title XVI, §1671(c)(2), Oct. 5, 1994, 108 Stat. 2855, 3014; Pub. L. 104-106, div. A, title XV, §§1501(a)(8)(B), 1502(a)(3), 1503(a)(1), Feb. 10, 1996, 110 Stat. 495, 502, 510; Pub. L. 104-201, div. A, title XII, §1255(c), Sept. 23, 1996, 110 Stat. 2698; Pub. L. 105-85, div. A, title IX, §903, Nov. 18, 1997, 111 Stat. 1854; Pub. L. 105-261, div. A, title IX, §915(a), title XII, §1212(b), Oct. 17, 1998, 112 Stat. 2101, 2152; Pub. L. 106-65, div. A, title X, §1067(1), Oct. 5, 1999, 113 Stat. 774; Pub. L. 110-181, div. A, title IX, §903(a), title XVIII, §1815(e), Jan. 28, 2008, 122 Stat. 273, 500; Pub. L. 111-383, div. A, title V, §514(b), Jan. 7, 2011, 124 Stat. 4213; Pub. L. 112-81, div. A, title IX, §933(a), title X, §1064(1), Dec. 31, 2011, 125 Stat. 1543, 1586; Pub. L. 112-239, div. A, title X, §1076(f)(1), Jan. 2, 2013, 126 Stat. 1951; Pub. L. 113-291, div. A, title X, §1071(c)(1), (2), Dec. 19, 2014, 128 Stat. 3508; Pub. L. 114-92, div. A, title X, §1060(a), Nov. 25, 2015, 129 Stat. 987; Pub. L. 114-328, div. A, title IX, §941(a), Dec. 23, 2016, 130 Stat. 2365; Pub. L. 115-91, div. A, title X, §§1051(a)(1), 1081(a)(1), Dec. 12, 2017, 131 Stat. 1560, 1594; Pub. L. 115-232, div. A, title X, §1041, Aug. 13, 2018, 132 Stat. 1954)

CHAPTER 4—OFFICE OF THE SECRETARY OF DEFENSE

§131. Office of the Secretary of Defense

(a) There is in the Department of Defense an Office of the Secretary of Defense. The function of the Office is to assist the Secretary of Defense in carrying out the Secretary's duties and responsibilities and to carry out such other duties as may be prescribed by law.

(b) The Office of the Secretary of Defense is composed of the following:

- (1) The Deputy Secretary of Defense.
 - (2) The Chief Management Officer of the Department of Defense.
 - (3) The Under Secretaries of Defense, as follows:
 - (A) The Under Secretary of Defense for Research and Engineering.
 - (B) The Under Secretary of Defense for Acquisition and Sustainment.
 - (C) The Under Secretary of Defense for Policy.
 - (D) The Under Secretary of Defense (Comptroller).
 - (E) The Under Secretary of Defense for Personnel and Readiness.
 - (F) The Under Secretary of Defense for Intelligence.
 - (4) Other officers who are appointed by the President, by and with the advice and consent of the Senate, and who report directly to the Secretary and Deputy Secretary without intervening authority, as follows:
 - (A) The Director of Cost Assessment and Program Evaluation.
 - (B) The Director of Operational Test and Evaluation.
 - (C) The General Counsel of the Department of Defense.
 - (D) The Inspector General of the Department of Defense.
 - (5) The Chief Information Officer of the Department of Defense, who reports directly to the Secretary and Deputy Secretary without intervening authority.
 - (6) The Deputy Under Secretaries of Defense.
 - (7) The Assistant Secretaries of Defense.
 - (8) Other officials provided for by law, as follows:
 - (A) The two Deputy Directors within the Office of the Director of Cost Assessment and Program Evaluation under section 139a(c) of this title.
 - (B) The Director of Small Business Programs appointed pursuant to section 144 of this title.
 - (C) The official designated under section 1501(a) of this title to have responsibility for Department of Defense matters relating to missing persons as set forth in section 1501 of this title.
 - (D) The Director of Military Family Readiness Policy under section 1781 of this title.
 - (E) The Director of the Office of Corrosion Policy and Oversight assigned pursuant to section 2228(a) of this title.
 - (I)¹ The official designated under section 2438(a) of this title to have responsibility for conducting and overseeing performance assessments and root cause analyses for major defense acquisition programs.
 - (9) Such other offices and officials as may be established by law or the Secretary of Defense may establish or designate in the Office.
- (c) Officers of the armed forces may be assigned or detailed to permanent duty in the Office of the Secretary of Defense. However, the Secretary may not establish a military staff in the Office of the Secretary of Defense.
- (d) The Secretary of each military department, and the civilian employees and members of the armed forces under the jurisdiction of the Secretary, shall cooperate fully with personnel of the Office

of the Secretary of Defense to achieve efficient administration of the Department of Defense and to carry out effectively the authority, direction, and control of the Secretary of Defense.

¹ So in original. Former subpars. (F) to (H) redesignated (C) to (E), respectively.

(Added Pub. L. 99–433, title I, §104, Oct. 1, 1986, 100 Stat. 996; amended Pub. L. 103–160, div. A, title IX, §906(a), Nov. 30, 1993, 107 Stat. 1729; Pub. L. 103–337, div. A, title IX, §903(b)(1), Oct. 5, 1994, 108 Stat. 2823; Pub. L. 104–106, div. A, title IX, §903(e)(1), Feb. 10, 1996, 110 Stat. 402; Pub. L. 104–201, div. A, title IX, §901, Sept. 23, 1996, 110 Stat. 2617; Pub. L. 106–65, div. A, title IX, §911(d)(1), Oct. 5, 1999, 113 Stat. 719; Pub. L. 107–314, div. A, title IX, §901(b)(1), Dec. 2, 2002, 116 Stat. 2619; Pub. L. 110–181, div. A, title IX, §904(a)(4), Jan. 28, 2008, 122 Stat. 274; Pub. L. 110–417, [div. A], title X, §1061(b)(7), Oct. 14, 2008, 122 Stat. 4613; Pub. L. 111–383, div. A, title IX, §901(b)(2), (m)(1), Jan. 7, 2011, 124 Stat. 4317, 4326; Pub. L. 113–291, div. A, title IX, §901(a)(2), (b)(2), (j)(1)(A), (k)(1), (n)(1), Dec. 19, 2014, 128 Stat. 3463, 3467, 3469; Pub. L. 114–328, div. A, title IX, §§901(d), (f), 902(b), 933(a)(3), Dec. 23, 2016, 130 Stat. 2342, 2344, 2364; Pub. L. 115–91, div. A, title IX, §§906(d)(1), 910(c)(1), title X, §1081(b)(1)(A), (D), (d)(9), Dec. 12, 2017, 131 Stat. 1513, 1518, 1597, 1600; Pub. L. 115–232, div. A, title X, §1081(a)(3), (f)(1)(B), Aug. 13, 2018, 132 Stat. 1983, 1986)

§132. Deputy Secretary of Defense

- (a) There is a Deputy Secretary of Defense, appointed from civilian life by the President, by and with the advice and consent of the Senate. The Deputy Secretary shall be appointed from among persons most highly qualified for the position by reason of background and experience, including persons with appropriate management experience. A person may not be appointed as Deputy Secretary of Defense within seven years after relief from active duty as a commissioned officer of a regular component of an armed force.
- (b) The Deputy Secretary shall perform such duties and exercise such powers as the Secretary of Defense may prescribe. The Deputy Secretary shall act for, and exercise the powers of, the Secretary when the Secretary dies, resigns, or is otherwise unable to perform the functions and duties of the office.
- (c) The Deputy Secretary takes precedence in the Department of Defense immediately after the Secretary.
- (e)¹ Until September 30, 2020, the Deputy Secretary of Defense shall lead the Guam Oversight Council and shall be the Department of Defense's principal representative for coordinating the interagency efforts in matters relating to Guam, including the following executive orders:
 - (1) Executive Order No. 13299 of May 12, 2003 (68 Fed. Reg. 25477; 48 U.S.C. note prec. 1451; relating to the Interagency Group on Insular Affairs).
 - (2) Executive Order No. 12788 of January 15, 1992, as amended (57 Fed. Reg. 2213; relating to the Defense Economic Adjustment Program).

¹ So in original. No subsec. (d) has been enacted.

Executive Order No. 13299, referred to in subsec. (e)(1), was superseded by Ex. Ord. No. 13537, Apr. 14, 2010, 75 F.R. 20237, set out as a note preceding section 1451 of Title 48, Territories and Insular Possessions.

Executive Order No. 12788, referred to in subsec. (e)(2), is set out as a note under section 2391 of this title.

(Added Pub. L. 87–651, title II, §202, Sept. 7, 1962, 76 Stat. 518, §134; amended Pub. L. 92–596, §4(1), Oct. 27, 1972, 86 Stat. 1318; Pub. L. 95–140, §1(a), Oct. 21, 1977, 91 Stat. 1172;

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renumbered §132 and amended Pub. L. 99-433, title I, §§101(a)(7), 110(d)(7), Oct. 1, 1986, 100 Stat. 995, 1003; Pub. L. 110-181, div. A, title IX, §§903(b), 904(a)(1), Jan. 28, 2008, 122 Stat. 273; Pub. L. 111-84, div. B, title XXVIII, §2831(a), Oct. 28, 2009, 123 Stat. 2669; Pub. L. 111-383, div. A, title IX, §901(c)(2), (m)(2), title X, §1075(b)(4), div. B, title XXVIII, §2821, Jan. 7, 2011, 124 Stat. 4321, 4326, 4369, 4465; Pub. L. 112-81, div. A, title IX, §902, Dec. 31, 2011, 125 Stat. 1532; Pub. L. 113-291, div. A, title IX, §901(k)(2), Dec. 19, 2014, 128 Stat. 3468; Pub. L. 114-328, div. A, title IX, §901(c)(4), Dec. 23, 2016, 130 Stat. 2341; Pub. L. 115-91, div. A, title IX, §910(b), Dec. 12, 2017, 131 Stat. 1517)

§132a. Chief Management Officer

(a) APPOINTMENT AND QUALIFICATIONS.—(1) There is a Chief Management Officer of the Department of Defense, appointed from civilian life by the President, by and with the advice and consent of the Senate.

(2) The Chief Management Officer shall be appointed from among persons who have an extensive management or business background and experience with managing large or complex organizations. A person may not be appointed as Chief Management Officer within seven years after relief from active duty as a commissioned officer of a regular component of an armed force.

(b) RESPONSIBILITIES.—Subject to the authority, direction, and control of the Secretary of Defense and the Deputy Secretary of Defense, the Chief Management Officer shall perform such duties and exercise such powers as the Secretary or the Deputy Secretary may prescribe, including the following:

(1) Serving as the chief management officer of the Department of Defense with the mission of managing enterprise business operations and shared services of the Department of Defense.

(2) Serving as the principal advisor to the Secretary and the Deputy Secretary on establishing policies for, and directing, all enterprise business operations of the Department, including planning and processes, business transformation, performance measurement and management, and business information technology management and improvement activities and programs, including the allocation of resources for enterprise business operations and unifying business management efforts across the Department.

(3) Exercising authority, direction, and control over the Defense Agencies and Department of Defense Field Activities providing shared business services for the Department that are designated by the Secretary or the Deputy Secretary for purposes of this paragraph.

(4) As of January 1, 2019—

(A) serving as the Chief Information Officer of the Department for purposes of section 2222 of this title;

(B) administering the responsibilities and duties specified in sections 11315 and 11319 of title 40, section 3506(a)(2) of title 44, and section 2223(a) of this title for business systems and management; and

(C) Exercising any responsibilities, duties, and powers relating to business systems or management that are exercisable by a chief information officer for the Department, other than those responsibilities, duties, and powers of a chief information officer that are vested in the Chief Information Officer of the Department of Defense by section 142 of this title.

(5) Serving as the official with principal responsibility in the Department for providing for the availability of common, usable, Defense-wide data sets with applications such as improving acquisition outcomes and personnel management.

(6) Authority to direct the Secretaries of the military departments and the heads of all other elements of the Department with regard to matters for which the Chief Management Officer has responsibility under this section.

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(7) Serving as the official with principal responsibility in the Department for minimizing the duplication of efforts, maximizing efficiency and effectiveness, and establishing metrics for performance among and for all organizations and elements of the Department.

(c) BUDGET AUTHORITY.—(1)(A) Beginning in fiscal year 2020, the Secretary of Defense, acting through the Under Secretary of Defense (Comptroller), shall require the head of each Defense Agency and Department of Defense Field Activity specified by the Secretary for purposes of this subsection to transmit the proposed budget of such Agency or Activity for enterprise business operations for a fiscal year, and for the period covered by the future-years defense program submitted to Congress under section 221 of this title for that fiscal year, to the Chief Management Officer for review under subparagraph (B) at the same time the proposed budget is submitted to the Under Secretary of Defense (Comptroller).

(B) The Chief Management Officer shall review each proposed budget transmitted under subparagraph (A) and, not later than January 31 of the year preceding the fiscal year for which the budget is proposed, shall submit to the Secretary a report containing the comments of the Chief Management Officer with respect to all such proposed budgets, together with the certification of the Chief Management Officer regarding whether each such proposed budget achieves the required level of efficiency and effectiveness for enterprise business operations, consistent with guidance for budget review established by the Chief Management Officer.

(C) Not later than March 31 each year, the Secretary shall submit to Congress a report that includes the following:

(i) Each proposed budget for the enterprise business operations of a Defense Agency or Department of Defense Field Activity that was transmitted to the Chief Management Officer under subparagraph (A).

(ii) Identification of each proposed budget contained in the most recent report submitted under subparagraph (B) that the Chief Management Officer did not certify as achieving the required level of efficiency and effectiveness for enterprise business operations.

(iii) A discussion of the actions that the Secretary proposes to take, together with any recommended legislation that the Secretary considers appropriate, to address inadequate levels of efficiency and effectiveness for enterprise business operations achieved by the proposed budgets identified in the report.

(iv) Any additional comments that the Secretary considers appropriate regarding inadequate levels of efficiency and effectiveness for enterprise business operations achieved by the proposed budgets.

(2) Nothing in this subsection shall be construed to modify or interfere with the budget-related responsibilities of the Director of National Intelligence.

(d) PRECEDENCE.—The Chief Management Officer takes precedence in the Department of Defense after the Secretary of Defense and the Deputy Secretary of Defense.

(e) ENTERPRISE BUSINESS OPERATION DEFINED.—In this section, the term 'enterprise business operations' means those activities that constitute the cross-cutting business operations used by multiple components of the Department of Defense, but not those activities that are directly tied to a single military department or Department of Defense component. The term includes business-support functions designated by the Secretary of Defense or the Deputy Secretary of Defense for purposes of this section, such as aspects of financial management, healthcare, acquisition and procurement, supply chain and logistics, certain information technology, real property, and human resources operations.

(Added Pub. L. 111-383, div. A, title IX, §901(c)(1), Jan. 7, 2011, 124 Stat. 4320; amended Pub. L. 113-291, div. A, title IX, §901(a)(1), Dec. 19, 2014, 128 Stat. 3462; Pub. L. 114-328, div. A, title IX,

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§901(d), Dec. 23, 2016, 130 Stat. 2342; Pub. L. 115–91, div. A, title IX, §910(a)(1), Dec. 12, 2017, 131 Stat. 1516; Pub. L. 115–232, div. A, title IX, §921(a)(1), (2)(A), Aug. 13, 2018, 132 Stat. 1926

§133a. Under Secretary of Defense for Research and Engineering

(a) UNDER SECRETARY OF DEFENSE.—There is an Under Secretary of Defense for Research and Engineering, appointed from civilian life by the President, by and with the advice and consent of the Senate. The Under Secretary shall be appointed from among persons who have an extensive technology, science, or engineering background and experience with managing complex or advanced technological programs. A person may not be appointed as Under Secretary within seven years after relief from active duty as a commissioned officer of a regular component of an armed force.

(b) DUTIES AND POWERS.—Subject to the authority, direction, and control of the Secretary of Defense, the Under Secretary shall perform such duties and exercise such powers as the Secretary may prescribe, including—

- (1) serving as the chief technology officer of the Department of Defense with the mission of advancing technology and innovation for the armed forces (and the Department);
- (2) establishing policies on, and supervising, all defense research and engineering, technology development, technology transition, prototyping, experimentation, and developmental testing activities and programs, including the allocation of resources for defense research and engineering, and unifying defense research and engineering efforts across the Department; and
- (3) serving as the principal advisor to the Secretary on all research, engineering, and technology development activities and programs in the Department.

(c) PRECEDENCE IN DEPARTMENT OF DEFENSE.—

(1) PRECEDENCE IN MATTERS OF RESPONSIBILITY.—With regard to all matters for which the Under Secretary has responsibility by the direction of the Secretary of Defense or by law, the Under Secretary takes precedence in the Department of Defense after the Secretary, the Deputy Secretary of Defense, and the Chief Management Officer of the Department of Defense.

(2) PRECEDENCE IN OTHER MATTERS.—With regard to all matters other than the matters for which the Under Secretary has responsibility by the direction of the Secretary or by law, the Under Secretary takes precedence in the Department of Defense after the Secretary, the Deputy Secretary, the Chief Management Officer, and the Secretaries of the military departments.

(Added Pub. L. 114–328, div. A, title IX, §901(a)(1), Dec. 23, 2016, 130 Stat. 2339; amended Pub. L. 115–91, div. A, title IX, §910(c)(2), Dec. 12, 2017, 131 Stat. 1518)

§133b. Under Secretary of Defense for Acquisition and Sustainment

(a) UNDER SECRETARY OF DEFENSE.—There is an Under Secretary of Defense for Acquisition and Sustainment, appointed from civilian life by the President, by and with the advice and consent of the Senate. The Under Secretary shall be appointed from among persons who have an extensive system development, engineering, production, or management background and experience with managing complex programs. A person may not be appointed as Under Secretary within seven years after relief from active duty as a commissioned officer of a regular component of an armed force.

(b) DUTIES AND POWERS.—Subject to the authority, direction, and control of the Secretary of Defense, the Under Secretary shall perform such duties and exercise such powers as the Secretary may prescribe, including—

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(1) serving as the chief acquisition and sustainment officer of the Department of Defense with the mission of delivering and sustaining timely, cost-effective capabilities for the armed forces (and the Department);

(2) establishing policies on, and supervising, all elements of the Department relating to acquisition (including system design, development, and production, and procurement of goods and services) and sustainment (including logistics, maintenance, and materiel readiness);

(3) establishing policies for access to, and maintenance of, the defense industrial base and materials critical to national security, and policies on contract administration;

(4) serving as—

(A) the principal advisor to the Secretary on acquisition and sustainment in the Department;

(B) the senior procurement executive for the Department for the purposes of section 1702(c) of title 41; and

(C) the Defense Acquisition Executive for purposes of regulations and procedures of the Department providing for a Defense Acquisition Executive;

(5) overseeing the modernization of nuclear forces and the development of capabilities to counter weapons of mass destruction, and serving as the chairman of the Nuclear Weapons Council and the co-chairman of the Council on Oversight of the National Leadership Command, Control, and Communications System;

(6) the authority to direct the Secretaries of the military departments and the heads of all other elements of the Department with regard to matters for which the Under Secretary has responsibility, except that the Under Secretary shall exercise advisory authority over service acquisition programs for which the service acquisition executive is the milestone decision authority; and

(7) to the extent directed by the Secretary, exercising overall supervision of all personnel (civilian and military) in the Office of the Secretary of Defense with regard to matters for which the Under Secretary has responsibility, unless otherwise provided by law.

(c) PRECEDENCE IN DEPARTMENT OF DEFENSE.—

(1) PRECEDENCE IN MATTERS OF RESPONSIBILITY.—With regard to all matters for which the Under Secretary has responsibility by the direction of the Secretary of Defense or by law, the Under Secretary takes precedence in the Department of Defense after the Secretary, the Deputy Secretary of Defense, the Chief Management Officer of the Department of Defense, and the Under Secretary of Defense for Research and Engineering.

(2) PRECEDENCE IN OTHER MATTERS.—With regard to all matters other than the matters for which the Under Secretary has responsibility by the direction of the Secretary or by law, the Under Secretary takes precedence in the Department of Defense after the Secretary, the Deputy Secretary, the Chief Management Officer, the Under Secretary of Defense for Research and Engineering, and the Secretaries of the military departments.

(Added Pub. L. 114–328, div. A, title IX, §901(b), Dec. 23, 2016, 130 Stat. 2340; amended Pub. L. 115–91, div. A, title IX, §§902, 910(c)(3), Dec. 12, 2017, 131 Stat. 1511, 1518)

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§134. Under Secretary of Defense for Policy

(a) There is an Under Secretary of Defense for Policy, appointed from civilian life by the President, by and with the advice and consent of the Senate. A person may not be appointed as Under Secretary within seven years after relief from active duty as a commissioned officer of a regular component of an armed force.

(b)(1) The Under Secretary shall perform such duties and exercise such powers as the Secretary of Defense may prescribe.

(2) Subject to the authority, direction, and control of the Secretary of Defense, the Under Secretary shall be responsible and have overall direction and supervision for—

(A) the development, implementation, and integration across the Department of Defense of the National Defense Strategy (as described by section 113 of this title) and strategic policy guidance for the activities of the Department of Defense across all geographic regions and military functions and domains;

(B) the integration of the activities of the Department into the National Security Strategy of the United States;

(C) the development of policy guidance for the preparation of campaign and contingency plans by the combatant commands, and for the review of such plans;

(D) the preparation of policy guidance for the development of the global force posture; and

(E) the development of the Defense Planning Guidance that guides the formulation of program and budget requests by the military departments and other elements of the Department.

(3) Subject to the authority, direction, and control of the Secretary of Defense, the Under Secretary shall have responsibility for supervising and directing activities of the Department of Defense relating to export controls.

(4) Subject to the authority, direction, and control of the Secretary of Defense, the Under Secretary of Defense for Policy shall have overall direction and supervision for policy, program planning and execution, and allocation and use of resources for the activities of the Department of Defense for combating terrorism.

(5) Subject to the authority, direction, and control of the Secretary of Defense, the Under Secretary shall coordinate with the Chairman of the Joint Chiefs of Staff and the Director of Cost Assessment and Program Evaluation to—

(A) develop planning scenarios that describe the present and future strategic and operational environments by which to assess joint force capabilities and readiness; and

(B) develop specific objectives that the joint force should be ready to achieve, and conduct assessments of the capability (in terms of both capacity and readiness) of the joint force to achieve such objectives.

(c) The Under Secretary takes precedence in the Department of Defense after the Secretary of Defense, the Deputy Secretary of Defense, the Under Secretary of Defense for Acquisition, Technology, and Logistics, and the Secretaries of the military departments.

(b)(1) The Under Secretary shall perform such duties and exercise such powers as the Secretary of Defense may prescribe.

(2) Subject to the authority, direction, and control of the Secretary of Defense, the Under Secretary shall be responsible and have overall direction and supervision for—

(A) the development, implementation, and integration across the Department of Defense of the National Defense Strategy (as described by section 113 of this title) and strategic policy guidance for the activities of the Department of Defense across all geographic regions and military functions and domains;

(B) the integration of the activities of the Department into the National Security Strategy of the United States;

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(C) the development of policy guidance for the preparation of campaign and contingency plans by the combatant commands, and for the review of such plans;

(D) the preparation of policy guidance for the development of the global force posture; and

(E) the development of the Defense Planning Guidance that guides the formulation of program and budget requests by the military departments and other elements of the Department.

(3) Subject to the authority, direction, and control of the Secretary of Defense, the Under Secretary shall have responsibility for supervising and directing activities of the Department of Defense relating to export controls.

(4) Subject to the authority, direction, and control of the Secretary of Defense, the Under Secretary of Defense for Policy shall have overall direction and supervision for policy, program planning and execution, and allocation and use of resources for the activities of the Department of Defense for combating terrorism.

(c) The Under Secretary takes precedence in the Department of Defense after the Secretary of Defense, the Deputy Secretary of Defense, the Under Secretary of Defense for Acquisition, Technology, and Logistics, and the Secretaries of the military departments.

(Added Pub. L. 99-433, title I, §105(1), Oct. 1, 1986, 100 Stat. 997; amended Pub. L. 99-500, §101(c) [title X, §903(a)], Oct. 18, 1986, 100 Stat. 1783-82, 1783-132, and Pub. L. 99-591, §101(c) [title X, §903(a)], Oct. 30, 1986, 100 Stat. 3341-82, 3341-132; Pub. L. 99-661, div. A, title IX, formerly title IV, §903(a), Nov. 14, 1986, 100 Stat. 3911, renumbered title IX, Pub. L. 100-26, §3(5), Apr. 21, 1987, 101 Stat. 273; Pub. L. 103-160, div. A, title IX, §904(d)(1), Nov. 30, 1993, 107 Stat. 1728; Pub. L. 105-261, div. A, title XV, §1521(a), Oct. 17, 1998, 112 Stat. 2178; Pub. L. 106-65, div. A, title IX, §911(d)(1), Oct. 5, 1999, 113 Stat. 719; Pub. L. 107-314, div. A, title IX, §902(b), Dec. 2, 2002, 116 Stat. 2620; Pub. L. 110-181, div. A, title IX, §903(c), Jan. 28, 2008, 122 Stat. 273; Pub. L. 113-291, div. A, title IX, §901(j)(2)(B), Dec. 19, 2014, 128 Stat. 3467; Pub. L. 115-91, div. A, title X, §1081(b)(1)(A), Dec. 12, 2017, 131 Stat. 1597; Pub. L. 115-232, div. A, title IX, §902, Aug. 13, 2018, 132 Stat. 1921)

§135. Under Secretary of Defense (Comptroller)

(a)(1) There is an Under Secretary of Defense (Comptroller), appointed from civilian life by the President, by and with the advice and consent of the Senate. A person may not be appointed as Under Secretary within seven years after relief from active duty as a commissioned officer of a regular component of the armed forces.

(2) The Under Secretary of Defense (Comptroller) shall be appointed from among persons who have significant budget, financial management, or audit experience in complex organizations.

(b) The Under Secretary of Defense (Comptroller) is the agency Chief Financial Officer of the Department of Defense for the purposes of chapter 9 of title 31. The Under Secretary of Defense (Comptroller) shall perform the duties assigned to the Under Secretary in section 2222 of this title and such additional duties and exercise such powers as the Secretary of Defense may prescribe.

(c) The Under Secretary of Defense (Comptroller) shall advise and assist the Secretary of Defense—

(1) in performing such budgetary and fiscal functions and duties, and in exercising such budgetary and fiscal powers, as are needed to carry out the powers of the Secretary;

(2) in supervising and directing the preparation of budget estimates of the Department of Defense;

(3) in establishing and supervising the execution of principles, policies, and procedures to be followed in connection with organizational and administrative matters relating to—

(A) the preparation and execution of budgets;

(B) fiscal, cost, operating, and capital property accounting; and

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(C) progress and statistical reporting;

(4) in establishing and supervising the execution of policies and procedures relating to the expenditure and collection of funds administered by the Department of Defense; and

(5) in establishing uniform terminologies, classifications, and procedures concerning matters covered by paragraphs (1) through (4).

(d) In addition to any duties under subsection (c), the Under Secretary of Defense (Comptroller) shall, subject to the authority, direction, and control of the Secretary of Defense, do the following:

(1) Provide guidance and instruction on annual performance plans and evaluations to the following:

(A) The Assistant Secretaries of the military departments for financial management.

(B) Any other official of an agency, organization, or element of the Department of Defense with responsibility for financial management.

(2) Give directions to the military departments, Defense Agencies, and other organizations and elements of the Department of Defense regarding their financial statements and the audit and audit readiness of such financial statements.

(e) The Under Secretary of Defense (Comptroller) takes precedence in the Department of Defense after the Under Secretary of Defense for Policy.

(f) The Under Secretary of Defense (Comptroller) shall ensure that each of the congressional defense committees is informed, in a timely manner, regarding all matters relating to the budgetary, fiscal, and analytic activities of the Department of Defense that are under the supervision of the Under Secretary of Defense (Comptroller).

(Added Pub. L. 99-433, title I, §107, Oct. 1, 1986, 100 Stat. 998, §137; renumbered §135 and amended Pub. L. 103-160, div. A, title IX, §§901(a)(2), 902(a)(1), (b), Nov. 30, 1993, 107 Stat. 1726, 1727; Pub. L. 103-337, div. A, title IX, §903(a)(1), (2), Oct. 5, 1994, 108 Stat. 2823; Pub. L. 104-106, div. A, title XV, §1502(a)(6), Feb. 10, 1996, 110 Stat. 502; Pub. L. 106-65, div. A, title X, §1067(1), Oct. 5, 1999, 113 Stat. 774; Pub. L. 108-136, div. A, title X, §1043(b)(1), Nov. 24, 2003, 117 Stat. 1610; Pub. L. 111-383, div. A, title IX, §901(m)(3), Jan. 7, 2011, 124 Stat. 4326; Pub. L. 115-91, div. A, title IX, §§904(1), 905(a), 912(b), Dec. 12, 2017, 131 Stat. 1512, 1520.)

§136. Under Secretary of Defense for Personnel and Readiness

(a) There is an Under Secretary of Defense for Personnel and Readiness, appointed from civilian life by the President, by and with the advice and consent of the Senate. A person may not be appointed as Under Secretary within seven years after relief from active duty as a commissioned officer of a regular component of the armed forces.

(b) Subject to the authority, direction, and control of the Secretary of Defense, the Under Secretary of Defense for Personnel and Readiness shall perform such duties and exercise such powers as the Secretary of Defense may prescribe in the areas of military readiness, total force management, military and civilian personnel requirements, military and civilian personnel training, military and civilian family matters, exchange, commissary, and nonappropriated fund activities, personnel requirements for weapons support, National Guard and reserve components, and health affairs.

(c) The Under Secretary of Defense for Personnel and Readiness takes precedence in the Department of Defense after the Under Secretary of Defense (Comptroller).

(d) The Under Secretary of Defense for Personnel and Readiness is responsible, subject to the authority, direction, and control of the Secretary of Defense, for the monitoring of the operations tempo and personnel tempo of the armed forces. The Under Secretary shall establish, to the extent practicable, uniform standards within the Department of Defense for terminology and policies relating to deployment of units and personnel away from their assigned duty stations (including the length of

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time units or personnel may be away for such a deployment) and shall establish uniform reporting systems for tracking deployments.

(Added Pub. L. 103-160, div. A, title IX, §903(a), Nov. 30, 1993, 107 Stat. 1727; amended Pub. L. 104-106, div. A, title XV, §1503(a)(2), Feb. 10, 1996, 110 Stat. 510; Pub. L. 106-65, div. A, title IX, §923(a), title X, §1066(a)(1), Oct. 5, 1999, 113 Stat. 724, 770; Pub. L. 115-91, div. A, title IX, §904(2), Dec. 12, 2017, 131 Stat. 1512)

§137. Under Secretary of Defense for Intelligence

(a) There is an Under Secretary of Defense for Intelligence, appointed from civilian life by the President, by and with the advice and consent of the Senate. A person may not be appointed as Under Secretary within seven years after relief from active duty as a commissioned officer of a regular component of the armed forces.

(b) Subject to the authority, direction, and control of the Secretary of Defense, the Under Secretary of Defense for Intelligence shall—

(1) have responsibility for the overall direction and supervision for policy, program planning and execution, and use of resources, for the activities of the Department of Defense that are part of the Military Intelligence Program;

(2) execute the functions for the National Intelligence Program of the Department of Defense under section 105 of the National Security Act of 1947 (50 U.S.C. 3038), as delegated by the Secretary of Defense;

(3) have responsibility for the overall direction and supervision for policy, program planning and execution, and use of resources, for personnel security, physical security, industrial security, and the protection of classified information and controlled unclassified information, related activities of the Department of Defense; and

(4) perform such duties and exercise such powers as the Secretary of Defense may prescribe in the area of intelligence.

(c) The Under Secretary of Defense for Intelligence takes precedence in the Department of Defense after the Under Secretary of Defense for Personnel and Readiness.

(Added Pub. L. 107-314, div. A, title IX, §901(a)(2), Dec. 2, 2002, 116 Stat. 2619; amended Pub. L. 115-91, div. A, title IX, §904(3), Dec. 12, 2017, 131 Stat. 1512; Pub. L. 115-232, div. A, title XVI, §1621, Aug. 13, 2018, 132 Stat. 2117)

§137a. Deputy Under Secretaries of Defense

(a)(1) There are six Deputy Under Secretaries of Defense.

(2) The Deputy Under Secretaries of Defense shall be appointed from civilian life by the President, by and with the advice and consent of the Senate.

(3) The officials authorized under this section shall be the only Deputy Under Secretaries of Defense.

(b) Each Deputy Under Secretary of Defense shall be the first assistant to an Under Secretary of Defense and shall assist such Under Secretary in the performance of the duties of the position of such Under Secretary and shall act for, and exercise the powers of, such Under Secretary when such Under Secretary dies, resigns, or is otherwise unable to perform the functions and duties of the office.

(c)(1) One of the Deputy Under Secretaries is the Deputy Under Secretary of Defense for Research and Engineering.

(2) One of the Deputy Under Secretaries is the Deputy Under Secretary of Defense for Acquisition and Sustainment.

(3) One of the Deputy Under Secretaries is the Deputy Under Secretary of Defense for Policy.

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(4) One of the Deputy Under Secretaries is the Deputy Under Secretary of Defense for Personnel and Readiness.

(5) One of the Deputy Under Secretaries is the Deputy Under Secretary of Defense (Comptroller).

(6) One of the Deputy Under Secretaries is the Deputy Under Secretary of Defense for Intelligence, who shall be appointed from among persons who have extensive expertise in intelligence matters.

(d) The Deputy Under Secretaries of Defense take precedence in the Department of Defense after the Secretary of Defense, the Deputy Secretary of Defense, the Chief Management Officer of the Department of Defense, the Secretaries of the military departments, the Under Secretaries of Defense. The Deputy Under Secretaries shall take precedence among themselves in the order prescribed by the Secretary of Defense.

(Added Pub. L. 111-84, div. A, title IX, §906(a)(1), Oct. 28, 2009, 123 Stat. 2425; amended Pub. L. 111-383, div. A, title IX, §901(b)(3), (k)(1)(A), Jan. 7, 2011, 124 Stat. 4318, 4325; Pub. L. 113-291, div. A, title IX, §901(i)(1), (j)(2)(C), (k)(3), Dec. 19, 2014, 128 Stat. 3467, 3468; Pub. L. 115-91, div. A, title IX, §906(a)-(c), (f)(1), title X, §1081(b)(1)(A), Dec. 12, 2017, 131 Stat. 1513, 1514, 1597; Pub. L. 115-232, div. A, title X, §1081(f)(1)(C), Aug. 13, 2018, 132 Stat. 1986)

§138. Assistant Secretaries of Defense

(a)(1) There are 13 Assistant Secretaries of Defense.

(2) The Assistant Secretaries of Defense shall be appointed from civilian life by the President, by and with the advice and consent of the Senate.

(b)(1) The Assistant Secretaries shall perform such duties and exercise such powers as the Secretary of Defense may prescribe.

(2) One of the Assistant Secretaries is the **Assistant Secretary of Defense for Special Operations and Low Intensity Conflict**. He shall have as his principal duty the overall supervision (including oversight of policy and resources) of special operations activities (as defined in section 167(j)¹ of this title) and low intensity conflict activities of the Department of Defense. The Assistant Secretary is the principal civilian adviser to the Secretary of Defense on special operations and low intensity conflict matters and (after the Secretary and Deputy Secretary) is the principal special operations and low intensity conflict official within the senior management of the Department of Defense. Subject to the authority, direction, and control of the Secretary of Defense, the Assistant Secretary shall do the following:

(A) Exercise authority, direction, and control of all special-operations peculiar administrative matters relating to the organization, training, and equipping of special operations forces.

(B) Assist the Secretary and the Under Secretary of Defense for Policy in the development and supervision of policy, program planning and execution, and allocation and use of resources for the activities of the Department of Defense for the following:

(i) Irregular warfare, combating terrorism, and the special operations activities specified by section 167(k) of this title.

(ii) Integrating the functional activities of the headquarters of the Department to most efficiently and effectively provide for required special operations forces and capabilities.

(iii) Such other matters as may be specified by the Secretary and the Under Secretary.

(3) One of the Assistant Secretaries is the **Assistant Secretary of Defense for Legislative Affairs**. He shall have as his principal duty the overall supervision of legislative affairs of the Department of Defense.

(4) One of the Assistant Secretaries is the **Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs**. The Assistant Secretary may communicate views on issues within the responsibility of the Assistant Secretary directly to the Secretary of Defense and the Deputy

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Secretary of Defense without obtaining the approval or concurrence of any other official within the Department of Defense. The Assistant Secretary shall—

(A) advise the Secretary of Defense on nuclear energy, nuclear weapons, and chemical and biological defense;

(B) serve as the Staff Director of the Nuclear Weapons Council established by section 179 of this title; and

(C) perform such additional duties as the Secretary may prescribe.

(c) Except as otherwise specifically provided by law, an Assistant Secretary may not issue an order to a military department unless—

(1) the Secretary of Defense has specifically delegated that authority to the Assistant Secretary in writing; and

(2) the order is issued through the Secretary of the military department concerned.

(d) The Assistant Secretaries take precedence in the Department of Defense after the Secretary of Defense, the Deputy Secretary of Defense, the Chief Management Officer of the Department of Defense, the Secretaries of the military departments, the Under Secretaries of Defense, the officials serving in positions specified in section 131(b)(4) of this title, and the Deputy Under Secretaries of Defense. The Assistant Secretaries take precedence among themselves in the order prescribed by the Secretary of Defense.

¹ Section 167(j) of this title, referred to in subsec. (b)(2), was redesignated section 167(k) of this title by Pub. L. 114-328, div. A, title IX, §922(c)(2)(A), Dec. 23, 2016, 130 Stat. 2356.

(Added Pub. L. 87-651, title II, §202, Sept. 7, 1962, 76 Stat. 518, §136; amended Pub. L. 90-168, §2(1), (2), Dec. 1, 1967, 81 Stat. 521; Pub. L. 91-121, title IV, §404(a), Nov. 19, 1969, 83 Stat. 207; Pub. L. 92-215, §1, Dec. 22, 1971, 85 Stat. 777; Pub. L. 92-596, §4(2), Oct. 27, 1972, 86 Stat. 1318; Pub. L. 95-140, §3(a), Oct. 21, 1977, 91 Stat. 1173; Pub. L. 96-107, title VIII, §820(a), Nov. 9, 1979, 93 Stat. 819; Pub. L. 98-94, title XII, §1212(a), Sept. 24, 1983, 97 Stat. 686; Pub. L. 99-433, title I, §§106, 110(d)(9), Oct. 1, 1986, 100 Stat. 997, 1003; Pub. L. 99-500, §101(c) [title IX, §9115(a)], Oct. 18, 1986, 100 Stat. 1783-82, 1783-122, and Pub. L. 99-591, §101(c) [title IX, §9115(a)], Oct. 30, 1986, 100 Stat. 3341-82, 3341-122; Pub. L. 99-661, div. A, title XIII, §1311(a), Nov. 14, 1986, 100 Stat. 3983; Pub. L. 100-180, div. A, title XII, §1211(a)(1), Dec. 4, 1987, 101 Stat. 1154; Pub. L. 100-453, title VII, §702, Sept. 29, 1988, 102 Stat. 1912; Pub. L. 100-456, div. A, title VII, §701, Sept. 29, 1988, 102 Stat. 1992; renumbered §138 and amended Pub. L. 103-160, div. A, title IX, §§901(a)(1), (c), 903(c)(1), 905, Nov. 30, 1993, 107 Stat. 1726, 1727, 1729; Pub. L. 103-337, div. A, title IX, §§901(a), 903(b)(2), Oct. 5, 1994, 108 Stat. 2822, 2823; Pub. L. 104-106, div. A, title IX, §§902(a), 903(b), (e)(2), Feb. 10, 1996, 110 Stat. 401, 402; Pub. L. 104-201, div. A, title IX, §901, Sept. 23, 1996, 110 Stat. 2617; Pub. L. 105-261, div. A, title IX, §§901(a), 902, Oct. 17, 1998, 112 Stat. 2091; Pub. L. 106-398, §1 [div. A], title IX, §901, Oct. 30, 2000, 114 Stat. 1654, 1654A-223; Pub. L. 107-107, div. A, title IX, §901(c)(1), Dec. 28, 2001, 115 Stat. 1194; Pub. L. 107-314, div. A, title IX, §902(a), (c), (d), Dec. 2, 2002, 116 Stat. 2620, 2621; Pub. L. 109-364, div. A, title IX, §901(a), Oct. 17, 2006, 120 Stat. 2350; Pub. L. 111-84, div. A, title IX, §906(b)(2), Oct. 28, 2009, 123 Stat. 2426; Pub. L. 111-383, div. A, title IX, §901(b)(4), Jan. 7, 2011, 124 Stat. 4319; Pub. L. 112-81, div. A, title III, §314(a), Dec. 31, 2011, 125 Stat. 1357; Pub. L. 112-166, §2(c)(1)(A), Aug. 10, 2012, 126 Stat. 1283; Pub. L. 112-239, div. A, title X, §1076(f)(3), Jan. 2, 2013, 126 Stat. 1952; Pub. L. 113-291, div. A, title IX, §§901(f), (h)(1)-(3), (j)(2)(D), 902(a)(2), Dec. 19, 2014, 128 Stat. 3464, 3466, 3467, 3469; Pub. L. 114-92, div. A, title VIII, §829, title X, §1078(a), Nov. 25, 2015, 129 Stat. 911, 998; Pub. L. 114-328, div. A, title IX, §§901(e)(1), 922(a), Dec. 23, 2016, 130 Stat. 2342, 2354; Pub. L. 115-91, div. A, title IX, §§906(d)(2), 907, title X, §1081(b)(1)(A),

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Dec. 12, 2017, 131 Stat. 1513, 1514, 1597; Pub. L. 115–232, div. A, title X, §1081(f)(1)(D), Aug. 13, 2018, 132 Stat. 1987)

§139. Director of Operational Test and Evaluation

(a)(1) There is a Director of Operational Test and Evaluation in the Department of Defense, appointed from civilian life by the President, by and with the advice and consent of the Senate. The Director shall be appointed without regard to political affiliation and solely on the basis of fitness to perform the duties of the office of Director. The Director may be removed from office by the President. The President shall communicate the reasons for any such removal to both Houses of Congress.

(2) In this section:

(A) The term "operational test and evaluation" means—

(i) the field test, under realistic combat conditions, of any item of (or key component of) weapons, equipment, or munitions for the purpose of determining the effectiveness and suitability of the weapons, equipment, or munitions for use in combat by typical military users; and

(ii) the evaluation of the results of such test.

(B) The term "major defense acquisition program" means a Department of Defense acquisition program that is a major defense acquisition program for purposes of section 2430 of this title or that is designated as such a program by the Director for purposes of this section.

(b) The Director is the principal adviser to the Secretary of Defense and the Under Secretary of Defense for Acquisition, Technology, and Logistics on operational test and evaluation in the Department of Defense and the principal operational test and evaluation official within the senior management of the Department of Defense. The Director shall—

(1) prescribe, by authority of the Secretary of Defense, policies and procedures for the conduct of operational test and evaluation in the Department of Defense;

(2) provide guidance to and consult with the Secretary of Defense and the Under Secretary of Defense for Acquisition, Technology, and Logistics and the Secretaries of the military departments with respect to operational test and evaluation in the Department of Defense in general and with respect to specific operational test and evaluation to be conducted in connection with a major defense acquisition program;

(3) monitor and review all operational test and evaluation in the Department of Defense;

(4) coordinate operational testing conducted jointly by more than one military department or defense agency;

(5) review and make recommendations to the Secretary of Defense on all budgetary and financial matters relating to operational test and evaluation, including operational test facilities and equipment, in the Department of Defense; and

(6) monitor and review the live fire testing activities of the Department of Defense provided for under section 2366 of this title.

(c) The Director may communicate views on matters within the responsibility of the Director directly to the Secretary of Defense and the Deputy Secretary of Defense without obtaining the approval or concurrence of any other official within the Department of Defense. The Director shall consult closely with, but the Director and the Director's staff are independent of, the Under Secretary of Defense for Acquisition, Technology, and Logistics and all other officers and entities of the Department of Defense responsible for acquisition.

(d) The Director may not be assigned any responsibility for developmental test and evaluation, other than the provision of advice to officials responsible for such testing.

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(e)(1) The Secretary of a military department shall report promptly to the Director the results of all operational test and evaluation conducted by the military department and of all studies conducted by the military department in connection with operational test and evaluation in the military department.

(2) The Director may require that such observers as he designates be present during the preparation for and the conduct of the test part of any operational test and evaluation conducted in the Department of Defense.

(3) The Director shall have access to all records and data in the Department of Defense (including the records and data of each military department) that the Director considers necessary to review in order to carry out his duties under this section.

(4) The Director shall have prompt access to all data regarding modeling and simulation activity proposed to be used by military departments and defense agencies in support of operational or live fire test and evaluation of military capabilities. This access shall include data associated with verification, validation, and accreditation activities.

(f)(1) The Director of the Missile Defense Agency shall make available to the Director of Operational Test and Evaluation the results of all tests and evaluations conducted by the Missile Defense Agency and of all studies conducted by the Missile Defense Agency in connection with tests and evaluations in the Missile Defense Agency.

(2) The Director of Operational Test and Evaluation may require that such observers as the Director designates be present during the preparation for and the conducting of any test and evaluation conducted by the Missile Defense Agency.

(3) The Director of Operational Test and Evaluation shall have access to all records and data in the Department of Defense (including the records and data of the Missile Defense Agency) that the Director considers necessary to review in order to carry out his duties under this subsection.

(g) The Director shall ensure that safety concerns developed during the operational test and evaluation of a weapon system under a major defense acquisition program are communicated in a timely manner to the program manager for that program for consideration in the acquisition decisionmaking process.

(h)(1) The Director shall prepare an annual report summarizing the operational test and evaluation activities (including live fire testing activities) of the Department of Defense during the preceding fiscal year.

(2) Each such report shall be submitted concurrently to the Secretary of Defense, the Under Secretary of Defense for Acquisition, Technology, and Logistics, the Secretaries of the military departments, and the Congress not later than January 31 of each year, through January 31, 2021.

(3) If the Director submits the report to Congress in a classified form, the Director shall concurrently submit an unclassified version of the report to Congress.

(4) The report shall include such comments and recommendations as the Director considers appropriate, including comments and recommendations on resources and facilities available for operational test and evaluation and levels of funding made available for operational test and evaluation activities. The report for a fiscal year shall also include an assessment of the waivers of and deviations from requirements in test and evaluation master plans and other testing requirements that occurred during the fiscal year, any concerns raised by the waivers or deviations, and the actions that have been taken or are planned to be taken to address the concerns.

(5) The Secretary of Defense and the Secretaries of the military departments may comment on any report of the Director to Congress under this subsection.

(i) The Director shall comply with requests from Congress (or any committee of either House of Congress) for information relating to operational test and evaluation in the Department of Defense.

(j) The President shall include in the Budget transmitted to Congress pursuant to section 1105 of title 31 for each fiscal year a separate statement of estimated expenditures and proposed

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appropriations for that fiscal year for the activities of the Director of Operational Test and Evaluation in carrying out the duties and responsibilities of the Director under this section.

(k) The Director shall have sufficient professional staff of military and civilian personnel to enable the Director to carry out the duties and responsibilities of the Director prescribed by law.

(Added Pub. L. 98–94, title XII, §1211(a)(1), Sept. 24, 1983, 97 Stat. 684, §136a; amended Pub. L. 99–348, title V, §501(c), July 1, 1986, 100 Stat. 708; renumbered §138 and amended Pub. L. 99–433, title I, §§101(a)(7), 110(d)(10), (g)(1), Oct. 1, 1986, 100 Stat. 995, 1003, 1004; Pub. L. 99–500, §101(c) [title X, §§903(c), 910(c)], Oct. 18, 1986, 100 Stat. 1783–82, 1783-132, 1783-145, and Pub. L. 99–591, §101(c) [title X, §§903(c), 910(c)], Oct. 30, 1986, 100 Stat. 3341–82, 3341-132, 3341-145; Pub. L. 99–661, div. A, title IX, formerly title IV, §§903(c), 910(c), Nov. 14, 1986, 100 Stat. 3912, 3924, renumbered title IX, Pub. L. 100–26, §3(5), Apr. 21, 1987, 101 Stat. 273; Pub. L. 100–26, §7(a)(1), (c)(2), Apr. 21, 1987, 101 Stat. 275, 280; Pub. L. 100–180, div. A, title VIII, §801, Dec. 4, 1987, 101 Stat. 1123; Pub. L. 101–189, div. A, title VIII, §802(b), title XVI, §1622(e)(1), Nov. 29, 1989, 103 Stat. 1486, 1605; Pub. L. 101–510, div. A, title XIV, §1484(k)(1), Nov. 5, 1990, 104 Stat. 1719; renumbered §139 and amended Pub. L. 103–160, div. A, title IX, §§901(a)(1), 904(d)(1), 907, Nov. 30, 1993, 107 Stat. 1726, 1728, 1730; Pub. L. 103–355, title III, §§3011–3013, Oct. 13, 1994, 108 Stat. 3331, 3332; Pub. L. 106–65, div. A, title IX, §911(d)(1), Oct. 5, 1999, 113 Stat. 719; Pub. L. 107–107, div. A, title II, §263, title X, §1048(b)(2), Dec. 28, 2001, 115 Stat. 1044, 1225; Pub. L. 107–314, div. A, title II, §235, Dec. 2, 2002, 116 Stat. 2491; Pub. L. 109–364, div. A, title II, §231(f), Oct. 17, 2006, 120 Stat. 2133; Pub. L. 110–181, div. A, title II, §221, Jan. 28, 2008, 122 Stat. 37; Pub. L. 110–417, [div. A], title II, §251(c), Oct. 14, 2008, 122 Stat. 4400; Pub. L. 114–328, div. A, title VIII, §845, Dec. 23, 2016, 130 Stat. 2292.; Pub. L. 115–232, div. A, title VIII, §887(a), Aug. 13, 2018, 132 Stat. 1916)

§139a. Director of Cost Assessment and Program Evaluation

(a) APPOINTMENT.—There is a Director of Cost Assessment and Program Evaluation in the Department of Defense, appointed by the President, by and with the advice and consent of the Senate.

(b) INDEPENDENT ADVICE TO SECRETARY OF DEFENSE.—(1) The Director of Cost Assessment and Program Evaluation is the principal advisor to the Secretary of Defense and other senior officials of the Department of Defense, and shall provide independent analysis and advice to such officials, on the following matters:

(A) Matters assigned to the Director pursuant to this section and section 2334 of this title.

(B) Matters assigned to the Director by the Secretary pursuant to section 113 of this title.

(2) The Director may communicate views on matters within the responsibility of the Director directly to the Secretary of Defense and the Deputy Secretary of Defense without obtaining the approval or concurrence of any other official within the Department of Defense.

(c) DEPUTY DIRECTORS.—There are two Deputy Directors within the Office of the Director of Cost Assessment and Program Evaluation, as follows:

(1) The Deputy Director for Cost Assessment.

(2) The Deputy Director for Program Evaluation.

(d) RESPONSIBILITIES.—The Director of Cost Assessment and Program Evaluation shall serve as the principal official within the senior management of the Department of Defense for the following:

(1) Cost estimation and cost analysis for acquisition programs of the Department of Defense, and carrying out the duties assigned pursuant to section 2334 of this title.

(2) Analysis and advice on matters relating to the planning and programming phases of the Planning, Programming, Budgeting and Execution system, and the preparation of materials and

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guidance for such system, as directed by the Secretary of Defense, working in coordination with the Under Secretary of Defense (Comptroller).

(3) Analysis and advice for resource discussions relating to requirements under consideration in the Joint Requirements Oversight Council pursuant to section 181 of this title.

(4) Formulation of study guidance for analyses of alternatives for major defense acquisition programs and performance of such analyses, as directed by the Secretary of Defense.

(5) Review, analysis, and evaluation of programs for executing approved strategies and policies, ensuring that information on programs is presented accurately and completely, and assessing the effect of spending by the Department of Defense on the United States economy.

(6) Assessments of special access and compartmented intelligence programs, in coordination with the Under Secretary of Defense for Acquisition, Technology, and Logistics and the Under Secretary of Defense for Intelligence and in accordance with applicable policies.

(7) Assessments of alternative plans, programs, and policies with respect to the acquisition programs of the Department of Defense.

(8) Leading the development of improved analytical skills and competencies within the cost assessment and program evaluation workforce of the Department of Defense and improved tools, data, and methods to promote performance, economy, and efficiency in analyzing national security planning and the allocation of defense resources.

(9) Performing the duties assigned to the Director in section 2222 of this title.

(Added Pub. L. 111–23, title I, §101(a)(1), May 22, 2009, 123 Stat. 1705, §139c; renumbered §139a and amended Pub. L. 111–383, div. A, title IX, §901(f), title X, §1075(b)(5), Jan. 7, 2011, 124 Stat. 4322, 4369; Pub. L. 112–239, div. A, title X, §1076(f)(4), Jan. 2, 2013, 126 Stat. 1952; Pub. L. 115–91, div. A, title IX, §912(c), Dec. 12, 2017, 131 Stat. 1521)

§139b. Special Operations Policy and Oversight Council

(a) IN GENERAL.—In order to fulfill the responsibilities specified in section 138(b)(4) of this title, the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict, or the designee of the Assistant Secretary, shall establish and lead a team to be known as the "Special Operations Policy and Oversight Council" (in this section referred to as the "Council").

(b) PURPOSE.—The purpose of the Council is to integrate the functional activities of the headquarters of the Department of Defense in order to most efficiently and effectively provide for special operations forces and capabilities. In fulfilling this purpose, the Council shall develop and continuously improve policy, joint processes, and procedures that facilitate the development, acquisition, integration, employment, and sustainment of special operations forces and capabilities.

(c) MEMBERSHIP.—The Council shall include the following:

(1) The Assistant Secretary, who shall act as leader of the Council.

(2) Appropriate senior representatives of each of the following:

(A) The Under Secretary of Defense for Research and Engineering.

(B) The Under Secretary of Defense for Management and Support.

(C) The Under Secretary of Defense (Comptroller).

(D) The Under Secretary of Defense for Personnel and Readiness.

(E) The Under Secretary of Defense for Intelligence.

(F) The General Counsel of the Department of Defense.

(G) The other Assistant Secretaries of Defense under the Under Secretary of Defense for Policy.

(H) The military departments.

(I) The Joint Staff.

(J) The United States Special Operations Command.

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(K) Such other officials or Agencies, elements, or components of the Department of Defense as the Secretary of Defense considers appropriate.

(d) OPERATION.—The Council shall operate continuously.

Section 138(b)(4) of this title, referred to in subsec. (a), was redesignated section 138(b)(2) of this title by Pub. L. 115–91, div. A, title IX, §907(b)(2), Dec. 12, 2017, 131 Stat. 1514.

(Added Pub. L. 114–328, div. A, title IX, §922(b)(1), Dec. 23, 2016, 130 Stat. 2355; amended Pub. L. 115–91, div. A, title X, §1081(a)(7), Dec. 12, 2017, 131 Stat. 1594)

§140. General Counsel

(a) There is a General Counsel of the Department of Defense, appointed from civilian life by the President, by and with the advice and consent of the Senate.

(b) The General Counsel is the chief legal officer of the Department of Defense. He shall perform such functions as the Secretary of Defense may prescribe.

(Added Pub. L. 87–651, title II, §202, Sept. 7, 1962, 76 Stat. 519, §137; amended Pub. L. 88–426, title III, §305(9), Aug. 14, 1964, 78 Stat. 423; renumbered §139 and amended Pub. L. 99–433, title I, §§101(a)(7), 110(d)(11), Oct. 1, 1986, 100 Stat. 995, 1003; renumbered §140, Pub. L. 103–160, div. A, title IX, §901(a)(1), Nov. 30, 1993, 107 Stat. 1726)

§141. Inspector General

(a) There is an Inspector General of the Department of Defense, who is appointed as provided in section 3 of the Inspector General Act of 1978 (Public Law 95–452; 5 U.S.C. App. 3).

(b) The Inspector General performs the duties, has the responsibilities, and exercises the powers specified in the Inspector General Act of 1978.

(Added Pub. L. 99–433, title I, §108, Oct. 1, 1986, 100 Stat. 998, §140; renumbered §141, Pub. L. 103–160, div. A, title IX, §901(a)(1), Nov. 30, 1993, 107 Stat. 1726)

§142. Chief Information Officer

(a) There is a Chief Information Officer of the Department of Defense, who shall be appointed by the President, by and with the advice and consent of the Senate, from among civilians who are qualified to serve as such officer.

(b)(1) The Chief Information Officer of the Department of Defense—

(A) is the Chief Information Officer of the Department of Defense for the purposes of sections 3506(a)(2) (other than with respect to business systems and management) and 3544(a)(3) of title 44;

(B) has the responsibilities and duties specified in section 11315 and 11319 of title 40 (other than with respect to business systems and management);

(C) has the responsibilities specified for the Chief Information Officer in sections 2223(a) (other than with respect to business systems and management) and 2224 of this title;

(D) exercises authority, direction, and control over the Information Assurance Directorate of the National Security Agency;

(E) exercises authority, direction, and control over the Defense Information Systems Agency, or any successor organization;

(F) has the responsibilities for policy, oversight, guidance, and coordination for all Department of Defense matters related to electromagnetic spectrum, including coordination with other Federal and industry agencies, coordination for classified programs, and in coordination with the Under Secretary for Personnel and Readiness, policies related to spectrum management workforce;

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(G) has the responsibilities for policy, oversight, guidance, and coordination for nuclear command and control systems;

(H) has the responsibilities for policy, oversight, and guidance for matters related to precision navigation and timing; and

(I) has the responsibilities for policy, oversight, and guidance for the architecture and programs related to the information technology, networking, information assurance, cybersecurity, and cyber capability architectures of the Department.

(2)(A) The Secretary of Defense, acting through the Under Secretary of Defense (Comptroller), shall require the Secretaries of the military departments and the heads of the Defense Agencies with responsibilities associated with any activity specified in paragraph (1) to transmit the proposed budget for such activities for a fiscal year and for the period covered by the future-years defense program submitted to Congress under section 221 of this title for that fiscal year to the Chief Information Officer for review under subparagraph (B) before submitting the proposed budget to the Under Secretary of Defense (Comptroller).

(B) The Chief Information Officer shall review each proposed budget transmitted under subparagraph (A) and, not later than January 31 of the year preceding the fiscal year for which the budget is proposed, shall submit to the Secretary of Defense a report containing the comments of the Chief Information Officer with respect to all such proposed budgets, together with the certification of the Chief Information Officer regarding whether each proposed budget is adequate.

(C) Not later than March 31 of each year, the Secretary of Defense shall submit to Congress a report specifying each proposed budget contained in the most-recent report submitted under subparagraph (B) that the Chief Information Officer did not certify to be adequate. The report of the Secretary shall include the following matters:

(i) A discussion of the actions that the Secretary proposes to take, together with any recommended legislation that the Secretary considers appropriate, to address the inadequacy of the proposed budgets specified in the report.

(ii) Any additional comments that the Secretary considers appropriate regarding the inadequacy of the proposed budgets.

(3)(A) The Secretary of a military department or head of a Defense Agency may not develop or procure information technology (as defined in section 11101 of title 40) that does not fully comply with such standards as the Chief Information Officer may establish.

(B) The Chief Information Officer shall implement and enforce a process for—

(i) developing, adopting, or publishing standards for information technology, networking, or cyber capabilities to which any military department or defense agency would need to adhere in order to run such capabilities on defense networks; and

(ii) certifying on a regular and ongoing basis that any capabilities being developed or procured meets such standards as have been published by the Department at the time of certification.

(C) The Chief Information Officer shall identify gaps in standards and mitigation plans for operating in the absence of acceptable standards.

(4) The Chief Information Officer shall perform such additional duties and exercise such powers as the Secretary of Defense may prescribe.

(c) The Chief Information Officer takes precedence in the Department of Defense with the officials serving in positions specified in section 131(b)(4) of this title. The officials serving in positions specified in section 131(b)(4) and the Chief Information Officer of the Department of Defense take precedence among themselves in the order prescribed by the Secretary of Defense.

(c) The Chief Information Officer of the Department of Defense shall report directly to the Secretary of Defense in the performance of duties under this section.

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(d) The Chief Information Officer of the Department of Defense takes precedence in the Department of Defense with the officials serving in positions specified in section 131(b)(4) of this title. The officials serving in positions specified in such section and the Chief Information Officer take precedence among themselves in the order prescribed by the Secretary of Defense.

¹ So in original. Second subsection (c) has been enacted.

(Added and amended Pub. L. 113–291, div. A, title IX, §901(b)(1), (j)(1)(B), Dec. 19, 2014, 128 Stat. 3463, 3467; Pub. L. 114–328, div. A, title IX, §902(a), Dec. 23, 2016, 130 Stat. 2343; Pub. L. 115–91, div. A, title IX, §909(a)–(d), title X, §1081(b)(1)(A), Dec. 12, 2017, 131 Stat. 1514, 1515, 1597.; Pub. L. 115–232, div. A, title IX, §903, Aug. 13, 2018, 132 Stat. 1922)

§143. Office of the Secretary of Defense personnel: limitation

(a) PERMANENT LIMITATION ON OSD PERSONNEL.—The number of OSD personnel may not exceed 3,767.

(b) OSD PERSONNEL DEFINED.—For purposes of this section, the term "OSD personnel" means military, civilian, and detailed personnel of the Department of Defense who are assigned to, or employed in, functions in the Office of the Secretary of Defense (including Direct Support Activities of that Office and the Washington Headquarters Services of the Department of Defense).

(c) LIMITATION ON REASSIGNMENT OF FUNCTIONS.—In carrying out reductions in the number of personnel assigned to, or employed in, the Office of the Secretary of Defense in order to comply with this section, the Secretary of Defense may not reassign functions solely in order to evade the requirements contained in this section.

Exceptions and Adjustments to Limitations on Personnel

Pub. L. 110–417, [div. A], title XI, §1111, Oct. 14, 2008, 122 Stat. 4619, as amended by Pub. L. 111–84, div. A, title XI, §1109(a), Oct. 28, 2009, 123 Stat. 2492; Pub. L. 111–383, div. A, title X, §1075(e)(17), Jan. 7, 2011, 124 Stat. 4375, provided that:

"(a) EXCEPTION TO LIMITATIONS ON PERSONNEL.—For fiscal year 2009 and fiscal years thereafter, the baseline personnel limitations in sections 143, 194, 7014, 8014, and 9014 of title 10, United States Code (as adjusted pursuant to subsection (b)), shall not apply to—

"(1) acquisition personnel hired pursuant to the expedited hiring authority provided in section 1705(h) [now 1705(g)] of title 10, United States Code, as amended by section 833 of this Act, or otherwise hired with funds in the Department of Defense Acquisition Workforce Development Fund established in accordance with section 1705(a) of such title; or

"(2) personnel hired pursuant to a shortage category designation by the Secretary of Defense or the Director of the Office of Personnel Management.

"(b) AUTHORITY TO ADJUST LIMITATIONS ON PERSONNEL.—For fiscal year 2009 and fiscal years thereafter, the Secretary of Defense or a Secretary of a military department may adjust the baseline personnel limitations in sections 143, 194, 7014, 8014, and 9014 of title 10, United States Code, to—

"(1) fill a gap in the civilian workforce of the Department of Defense identified by the Secretary of Defense in a strategic human capital plan submitted to Congress in accordance with the requirements of [former] section 115b of such title; or

"(2) accommodate increases in workload or modify the type of personnel required to accomplish work, for any of the following purposes:

"(A) Performance of inherently governmental functions.

"(B) Performance of work pursuant to section 2463 of title 10, United States Code.

"(C) Ability to maintain sufficient organic expertise and technical capability.

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"(D) Performance of work that, while the position may not exercise an inherently governmental function, nevertheless should be performed only by officers or employees of the Federal Government or members of the Armed Forces because of the critical nature of the work."

(Added Pub. L. 105–85, div. A, title IX, §911(d)(1), Nov. 18, 1997, 111 Stat. 1859; amended Pub. L. 106–65, div. A, title IX, §921(c), Oct. 5, 1999, 113 Stat. 723; Pub. L. 114–328, div. A, title IX, §903(a), Dec. 23, 2016, 130 Stat. 2344.)

§144. Director of Small Business Programs

(a) DIRECTOR.—There is a Director of Small Business Programs in the Department of Defense. The Director is appointed by the Secretary of Defense.

(b) OFFICE OF SMALL BUSINESS PROGRAMS.—The Office of Small Business Programs of the Department of Defense is the office that is established within the Office of the Secretary of Defense under section 15(k) of the Small Business Act (15 U.S.C. 644(k)). The Director of Small Business Programs is the head of such office.

(c) DUTIES AND POWERS.—(1) The Director of Small Business Programs shall, subject to paragraph (2), perform such duties regarding small business programs of the Department of Defense, and shall exercise such powers regarding those programs, as the Secretary of Defense may prescribe.

(2) Section 15(k) of the Small Business Act (15 U.S.C. 644(k)), except for the designations of the Director and the Office, applies to the Director of Small Business Programs.

(Added Pub. L. 109–163, div. A, title IX, §904(b)(1), Jan. 6, 2006, 119 Stat. 3400)

CHAPTER 5—JOINT CHIEFS OF STAFF

§151. Joint Chiefs of Staff: composition; functions

(a) COMPOSITION.—There are in the Department of Defense the Joint Chiefs of Staff, headed by the Chairman of the Joint Chiefs of Staff. The Joint Chiefs of Staff consist of the following:

- (1) The Chairman.
- (2) The Vice Chairman.
- (3) The Chief of Staff of the Army.
- (4) The Chief of Naval Operations.
- (5) The Chief of Staff of the Air Force.
- (6) The Commandant of the Marine Corps.
- (7) The Chief of the National Guard Bureau.

(b) FUNCTION AS MILITARY ADVISERS.—(1) The Chairman of the Joint Chiefs of Staff is the principal military adviser to the President, the National Security Council, the Homeland Security Council, and the Secretary of Defense.

(2) The other members of the Joint Chiefs of Staff are military advisers to the President, the National Security Council, the Homeland Security Council, and the Secretary of Defense as specified in subsection (d).

(c) CONSULTATION BY CHAIRMAN.—(1) In carrying out his functions, duties, and responsibilities, the Chairman shall, as necessary, consult with and seek the advice of—

(A) the other members of the Joint Chiefs of Staff; and

(B) the commanders of the unified and specified combatant commands.

(2) Subject to subsection (d), in presenting advice with respect to any matter to the President, the National Security Council, the Homeland Security Council, or the Secretary of Defense, the Chairman shall, as he considers appropriate, inform the President, the National Security Council, the

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Homeland Security Council, or the Secretary of Defense, as the case may be, of the range of military advice and opinion with respect to that matter.

(d) **ADVICE AND OPINIONS OF MEMBERS OTHER THAN CHAIRMAN.**—(1) After first informing the Secretary of Defense and the Chairman, the members of the Joint Chiefs of Staff, individually or collectively, in their capacity as military advisors, may provide advice to the President, the National Security Council, the Homeland Security Council, or the Secretary of Defense on a particular matter on the judgment of the military member.

(2) A member of the Joint Chiefs of Staff (other than the Chairman) may submit to the Chairman advice or an opinion in disagreement with, or advice or an opinion in addition to, the advice presented by the Chairman to the President, the National Security Council, the Homeland Security Council, or the Secretary of Defense. If a member submits such advice or opinion, the Chairman shall present the advice or opinion of such member at the same time he presents his own advice to the President, the National Security Council, the Homeland Security Council, or the Secretary of Defense, as the case may be.

(3) The Chairman shall establish procedures to ensure that the presentation of his own advice to the President, the National Security Council, the Homeland Security Council, or the Secretary of Defense is not unduly delayed by reason of the submission of the individual advice or opinion of another member of the Joint Chiefs of Staff.

[(e) Repealed. Pub. L. 114–328, div. A, title IX, §921(a)(2)(C), Dec. 23, 2016, 130 Stat. 2351.]

(f) **RECOMMENDATIONS TO CONGRESS.**—After first informing the Secretary of Defense, a member of the Joint Chiefs of Staff may make such recommendations to Congress relating to the Department of Defense as he considers appropriate.

(g) **MEETINGS OF JCS.**—(1) The Chairman shall convene regular meetings of the Joint Chiefs of Staff.

(2) Subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman shall—

(A) preside over the Joint Chiefs of Staff;

(B) provide agenda for the meetings of the Joint Chiefs of Staff (including, as the Chairman considers appropriate, any subject for the agenda recommended by any other member of the Joint Chiefs of Staff);

(C) assist the Joint Chiefs of Staff in carrying on their business as promptly as practicable; and

(D) determine when issues under consideration by the Joint Chiefs of Staff shall be decided.

(Added Pub. L. 99–433, title II, §201, Oct. 1, 1986, 100 Stat. 1005; amended Pub. L. 102–484, div. A, title IX, §911(a), Oct. 23, 1992, 106 Stat. 2473; Pub. L. 109–163, div. A, title IX, §908(a), Jan. 6, 2006, 119 Stat. 3403; Pub. L. 112–81, div. A, title V, §512(a), Dec. 31, 2011, 125 Stat. 1393; Pub. L. 114–328, div. A, title IX, §921(a), Dec. 23, 2016, 130 Stat. 2351.)

§155. Joint Staff

(a) **APPOINTMENT OF OFFICERS TO JOINT STAFF.**—(1) There is a Joint Staff under the Chairman of the Joint Chiefs of Staff. The Joint Staff assists the Chairman and, subject to the authority, direction, and control of the Chairman, the other members of the Joint Chiefs of Staff in carrying out their responsibilities.

(2) Officers of the armed forces (other than the Coast Guard) assigned to serve on the Joint Staff shall be selected by the Chairman in approximately equal numbers from—

(A) the Army;

(B) the Navy and the Marine Corps; and

(C) the Air Force.

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(3) Selection of officers of an armed force to serve on the Joint Staff shall be made by the Chairman from a list of officers submitted by the Secretary of the military department having jurisdiction over that armed force. Each officer whose name is submitted shall be among those officers considered to be the most outstanding officers of that armed force. The Chairman may specify the number of officers to be included on any such list.

(b) **DIRECTOR.**—The Chairman of the Joint Chiefs of Staff, after consultation with the other members of the Joint Chiefs of Staff and with the approval of the Secretary of Defense, may select an officer to serve as Director of the Joint Staff.

(c) **MANAGEMENT OF JOINT STAFF.**—The Chairman of the Joint Chiefs of Staff manages the Joint Staff and the Director of the Joint Staff. The Joint Staff shall perform such duties as the Chairman prescribes and shall perform such duties under such procedures as the Chairman prescribes.

(d) **OPERATION OF JOINT STAFF.**—The Secretary of Defense shall ensure that the Joint Staff is independently organized and operated so that the Joint Staff supports the Chairman of the Joint Chiefs of Staff in meeting the congressional purpose set forth in the last clause of section 2 of the National Security Act of 1947 (50 U.S.C. 3002) to provide—

(1) for the unified strategic direction of the combatant forces;

(2) for their operation under unified command; and

(3) for their integration into an efficient team of land, naval, and air forces.

(e) **PROHIBITION OF FUNCTION AS ARMED FORCES GENERAL STAFF.**—The Joint Staff shall not operate or be organized as an overall Armed Forces General Staff and shall have no executive authority. The Joint Staff may be organized and may operate along conventional staff lines.

(f) **TOUR OF DUTY OF JOINT STAFF OFFICERS.**—(1) An officer who is assigned or detailed to permanent duty on the Joint Staff may not serve for a tour of duty of more than four years. However, such a tour of duty may be extended with the approval of the Secretary of Defense.

(2) In accordance with procedures established by the Secretary of Defense, the Chairman of the Joint Chiefs of Staff may suspend from duty and recommend the reassignment of any officer assigned to the Joint Staff. Upon receipt of such a recommendation, the Secretary concerned shall promptly reassign the officer.

(3) An officer completing a tour of duty with the Joint Staff may not be assigned or detailed to permanent duty on the Joint Staff within two years after relief from that duty except with the approval of the Secretary.

(4) Paragraphs (1) and (3) do not apply—

(A) in time of war; or

(B) during a national emergency declared by the President or Congress.

(g) **COMPOSITION OF JOINT STAFF.**—(1) The Joint Staff is composed of all members of the armed forces and civilian employees assigned or detailed to permanent duty in the executive part of the Department of Defense to perform the functions and duties prescribed under subsections (a) and (c).

(2) The Joint Staff does not include members of the armed forces or civilian employees assigned or detailed to permanent duty in a military department.

(h) **PERSONNEL LIMITATIONS.**—(1) The total number of members of the armed forces and civilian employees assigned or detailed to permanent duty for the Joint Staff may not exceed 2,069.

(2) Not more than 1,500 members of the armed forces on the active-duty list may be assigned or detailed to permanent duty for the Joint Staff.

(3) The limitations in paragraphs (1) and (2) do not apply in time of war.

(4) Each limitation in paragraphs (1) and (2) may be exceeded by a number equal to 15 percent of such limitation in time of national emergency.

(Added Pub. L. 99–433, title II, §201, Oct. 1, 1986, 100 Stat. 1009; amended Pub. L. 100–180, div. A, title XIII, §1314(b)(2), Dec. 4, 1987, 101 Stat. 1175; Pub. L. 101–510, div. A, title IX, §902, Nov.

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5, 1990, 104 Stat. 1620 ; Pub. L. 102-484, div. A, title IX, §911(b)(2), Oct. 23, 1992, 106 Stat. 2473 ; Pub. L. 103-35, title II, §202(a)(8), May 31, 1993, 107 Stat. 101 ; Pub. L. 113-291, div. A, title X, §1071(c)(1), Dec. 19, 2014, 128 Stat. 3508 ; Pub. L. 114-328, div. A, title IX, §903(b)(1), Dec. 23, 2016, 130 Stat. 2344 .)

CHAPTER 6—COMBATANT COMMANDS

§161. Combatant commands: establishment

- (a) UNIFIED AND SPECIFIED COMBATANT COMMANDS.—With the advice and assistance of the Chairman of the Joint Chiefs of Staff, the President, through the Secretary of Defense, shall—
- (1) establish unified combatant commands and specified combatant commands to perform military missions; and
 - (2) prescribe the force structure of those commands.
- (b) PERIODIC REVIEW.—(1) The Chairman periodically (and not less often than every two years) shall—
- (A) review the missions, responsibilities (including geographic boundaries), and force structure of each combatant command; and
 - (B) recommend to the President, through the Secretary of Defense, any changes to such missions, responsibilities, and force structures as may be necessary.
- (2) Except during time of hostilities or imminent threat of hostilities, the President shall notify Congress not more than 60 days after—
- (A) establishing a new combatant command; or
 - (B) significantly revising the missions, responsibilities, or force structure of an existing combatant command.
- (c) DEFINITIONS.—In this chapter:
- (1) The term "unified combatant command" means a military command which has broad, continuing missions and which is composed of forces from two or more military departments.
 - (2) The term "specified combatant command" means a military command which has broad, continuing missions and which is normally composed of forces from a single military department.
 - (3) The term "combatant command" means a unified combatant command or a specified combatant command.

(Added Pub. L. 99-433, title II, §211(a), Oct. 1, 1986, 100 Stat. 1012)

CHAPTER 8—DEFENSE AGENCIES AND DEPARTMENT OF DEFENSE FIELD ACTIVITIES

SUBCHAPTER I—COMMON SUPPLY AND SERVICE ACTIVITIES

§191. Secretary of Defense: authority to provide for common performance of supply or service activities

- (a) AUTHORITY.—Whenever the Secretary of Defense determines such action would be more effective, economical, or efficient, the Secretary may provide for the performance of a supply or service activity that is common to more than one military department by a single agency of the Department of Defense.
- (b) DESIGNATION OF COMMON SUPPLY OR SERVICE AGENCY.—Any agency of the Department of Defense established under subsection (a) (or under the second sentence of section 125(d) of this title (as in effect before October 1, 1986)) for the performance of a supply or service activity referred

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to in such subsection shall be designated as a Defense Agency or a Department of Defense Field Activity.

Subsection (d) of section 125 of this title, referred to in subsec. (b), was repealed by section 301(b)(1) of Pub. L. 99-433.

(Added Pub. L. 99-433, title III, §301(a)(2), Oct. 1, 1986, 100 Stat. 1019 ; amended Pub. L. 100-26, §7(i)(1), Apr. 21, 1987, 101 Stat. 282)

§192. Defense Agencies and Department of Defense Field Activities: oversight by the Secretary of Defense

- (a) OVERALL SUPERVISION.—(1) The Secretary of Defense shall assign responsibility for the overall supervision of each Defense Agency and Department of Defense Field Activity designated under section 191(b) of this title—
- (A) to a civilian officer within the Office of the Secretary of Defense listed in section 131(b) of this title; or
 - (B) to the Chairman of the Joint Chiefs of Staff.
- (2) An official assigned such a responsibility with respect to a Defense Agency or Department of Defense Field Activity shall advise the Secretary of Defense on the extent to which the program recommendations and budget proposals of such agency or activity conform with the requirements of the military departments and of the unified and specified combatant commands.
- (3) This subsection does not apply to the Defense Intelligence Agency or the National Security Agency.
- (b) PROGRAM AND BUDGET REVIEW.—The Secretary of Defense shall establish procedures to ensure that there is full and effective review of the program recommendations and budget proposals of each Defense Agency and Department of Defense Field Activity.
- (c) PERIODIC REVIEW.—(1) Periodically (and not less often than every two years), the Secretary of Defense shall review the services and supplies provided by each Defense Agency and Department of Defense Field Activity to ensure that—
- (A) there is a continuing need for each such agency and activity; and
 - (B) the provision of those services and supplies by each such agency and activity, rather than by the military departments, is a more effective, economical, or efficient manner of providing those services and supplies or of meeting the requirements for combat readiness of the armed forces.
- (1)(A) Not later than January 1, 2020, and periodically (but not less frequently than every four years) thereafter, the Chief Management Officer of the Department of Defense shall conduct a review of the efficiency and effectiveness of each Defense Agency and Department of Defense Field Activity. Each review shall, to the maximum extent practicable, be conducted in coordination with other ongoing efforts in connection with business enterprise reform.
- (B) As part of each review under this paragraph, the Chief Management Officer shall identify each activity of an Agency or Activity that is substantially similar to, or duplicative of, an activity carried out by another organization or element of the Department of Defense, or is not being performed to an adequate level to meet Department needs.
- (C) For purposes of conducting reviews under this paragraph, the Chief Management Officer shall develop internal guidance that defines requirements for such reviews and provides clear direction for conducting and recording the results of reviews.
- (2)(A) Not later than 90 days after the completion of a review under paragraph (1), the Chief Management Officer shall submit to the congressional defense committees a report that sets forth the results of the review.

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(B) The report on a review under this paragraph shall, based on the results of the review, include the following:

(i) A list of each Defense Agency and Department of Defense Field Activity that the Chief Management Officer has determined—

(I) operates efficiently and effectively; and

(II) does not carry out any function that is substantially similar to, or duplicative of, a function carried out by another organization or element of the Department of Defense.

(ii) With respect to each Agency or Activity not included on the list under clause (i), a plan, aimed at better meeting Department needs, for—

(I) rationalizing the functions within such Agency or Activity; or

(II) transferring some or all of the functions of such Agency or Activity to another organization or element of the Department.

(iii) Recommendations for functions, if any, currently conducted separately by the military departments that should be consolidated into an Agency or Activity.

(3) Paragraph (1) shall apply to the National Security Agency as determined appropriate by the Secretary, in consultation with the Director of National Intelligence. The Secretary shall establish procedures under which information required for review of the National Security Agency shall be obtained.

(d) SPECIAL RULE FOR DEFENSE COMMISSARY AGENCY.—Notwithstanding the results of any periodic review under subsection (c) with regard to the Defense Commissary Agency, the Secretary of Defense may not transfer to the Secretary of a military department the responsibility to manage and fund the provision of services and supplies provided by the Defense Commissary Agency unless the transfer of the management and funding responsibility is specifically authorized by a law enacted after October 17, 1998.

(e) LIMITATION ON TERMINATION.—The Secretary of Defense may not terminate a Defense Agency or Department of Defense Field Activity until 30 days after the date on which the Secretary submits to the congressional defense committees a report setting forth the following:

(1) Notice of the intent of the Secretary to terminate the Agency or Activity.

(2) Such recommendations for legislative action as the Secretary considers appropriate in connection with the termination of the Agency or Activity.

So in original. Two pars. (1) have been enacted.

(Added Pub. L. 99-433, title III, §301(a)(2), Oct. 1, 1986, 100 Stat. 1020; amended Pub. L. 105-261, div. A, title III, §361(a), Oct. 17, 1998, 112 Stat. 1984; Pub. L. 106-65, div. A, title X, §1066(a)(3), Oct. 5, 1999, 113 Stat. 770; Pub. L. 109-163, div. A, title III, §371, Jan. 6, 2006, 119 Stat. 3209; Pub. L. 110-181, div. A, title IX, §§904(c), 931(a)(1), Jan. 28, 2008, 122 Stat. 274, 285; Pub. L. 113-291, div. A, title IX, §901(n)(1), Dec. 19, 2014, 128 Stat. 3469; Pub. L. 115-91, div. A, title X, §1081(b)(1)(D), Dec. 12, 2017, 131 Stat. 1597; Pub. L. 115-232, div. A, title IX, §923, title X, §1081(f)(1)(A)(i), Aug. 13, 2018, 132 Stat. 1930, 1986.)

§193. Combat support agencies: oversight

(a) COMBAT READINESS.—(1) Periodically (and not less often than every two years), the Chairman of the Joint Chiefs of Staff shall submit to the Secretary of Defense and the congressional defense committees a report on the combat support agencies. Each such report shall include—

(A) a determination with respect to the responsiveness and readiness of each such agency to support operating forces in the event of a war or threat to national security; and

(B) any recommendations that the Chairman considers appropriate.

(2) In preparing each such report, the Chairman shall review the plans of each such agency with respect to its support of operating forces in the event of a war or threat to national security. After

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consultation with the Secretaries of the military departments and the commanders of the unified and specified combatant commands, as appropriate, the Chairman may, with the approval of the Secretary of Defense, take steps to provide for any revision of those plans that the Chairman considers appropriate.

(b) PARTICIPATION IN JOINT TRAINING EXERCISES.—The Chairman shall—

(1) provide for the participation of the combat support agencies in joint training exercises to the extent necessary to ensure that those agencies are capable of performing their support missions with respect to a war or threat to national security; and

(2) assess the performance in joint training exercises of each such agency and, in accordance with guidelines established by the Secretary of Defense, take steps to provide for any change that the Chairman considers appropriate to improve that performance.

(c) READINESS REPORTING SYSTEM.—The Chairman shall develop, in consultation with the director of each combat support agency, a uniform system for reporting to the Secretary of Defense, the commanders of the unified and specified combatant commands, and the Secretaries of the military departments concerning the readiness of each such agency to perform with respect to a war or threat to national security.

(d) REVIEW OF NATIONAL SECURITY AGENCY AND NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY.—(1) Subsections (a), (b), and (c) shall apply to the National Security Agency and the National Geospatial-Intelligence Agency, but only with respect to combat support functions that the agencies perform for the Department of Defense.

(2) The Secretary, after consulting with the Director of National Intelligence, shall establish policies and procedures with respect to the application of subsections (a), (b), and (c) to the National Security Agency and the National Geospatial-Intelligence Agency.

(e) COMBAT SUPPORT CAPABILITIES OF DIA, NSA, AND NGA.—The Secretary of Defense, in consultation with the Director of National Intelligence, shall develop and implement, as they may determine to be necessary, policies and programs to correct such deficiencies as the Chairman of the Joint Chiefs of Staff and other officials of the Department of Defense may identify in the capabilities of the Defense Intelligence Agency, the National Security Agency, and the National Geospatial-Intelligence Agency to accomplish assigned missions in support of military combat operations.

(f) DEFINITION OF COMBAT SUPPORT AGENCY.—In this section, the term "combat support agency" means any of the following Defense Agencies:

(1) The Defense Information Systems Agency.

(2) The Defense Intelligence Agency.

(3) The Defense Logistics Agency.

(4) The National Geospatial-Intelligence Agency.

(5) Any other Defense Agency designated as a combat support agency by the Secretary of Defense.

(Added Pub. L. 99-433, title III, §301(a)(2), Oct. 1, 1986, 100 Stat. 1020; amended Pub. L. 104-201, div. A, title XI, §1112(c), Sept. 23, 1996, 110 Stat. 2683; Pub. L. 105-85, div. A, title X, §1073(a)(5), Nov. 18, 1997, 111 Stat. 1900; Pub. L. 108-136, div. A, title IX, §921(d)(3), Nov. 24, 2003, 117 Stat. 1568; Pub. L. 109-364, div. A, title IX, §907, Oct. 17, 2006, 120 Stat. 2354; Pub. L. 110-181, div. A, title IX, §931(a)(2), (3), Jan. 28, 2008, 122 Stat. 285; Pub. L. 110-417, [div. A], title IX, §932(a)(1), (2), Oct. 14, 2008, 122 Stat. 4576; Pub. L. 111-84, div. A, title X, §1073(c)(10), Oct. 28, 2009, 123 Stat. 2475; Pub. L. 113-66, div. A, title X, §1082, Dec. 26, 2013, 127 Stat. 871)

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§194. Limitations on personnel

(a) **CAP ON HEADQUARTERS MANAGEMENT PERSONNEL.**—The total number of members of the armed forces and civilian employees assigned or detailed to permanent duty in the management headquarters activities or management headquarters support activities in the Defense Agencies and Department of Defense Field Activities may not exceed the number that is the number of such members and employees assigned or detailed to such duty on September 30, 1989.

(b) **CAP ON OTHER PERSONNEL.**—The total number of members of the armed forces and civilian employees assigned or detailed to permanent duty in the Defense Agencies and Department of Defense Field Activities, other than members and employees assigned to management headquarters activities or management headquarters support activities, may not exceed the number that is the number of such members and employees assigned or detailed to such duty on September 30, 1989.

(c) **PROHIBITION AGAINST CERTAIN ACTIONS TO EXCEED LIMITATIONS.**—The limitations in subsections (a) and (b) may not be exceeded by recategorizing or redefining duties, functions, offices, or organizations.

(d) **EXCLUSION OF NSA.**—The National Security Agency shall be excluded in computing and maintaining the limitations required by this section.

(e) **WAIVER.**—The limitations in this section do not apply—

(1) in time of war; or

(2) during a national emergency declared by the President or Congress.

(f) **DEFINITIONS.**—In this section, the terms "management headquarters activities" and "management headquarters support activities" have the meanings given those terms in Department of Defense Instruction 5100.73, titled "Major DoD Headquarters Activities".

Exceptions and Adjustments to Limitations on Personnel

Baseline personnel limitations in this section inapplicable to certain acquisition personnel and personnel hired pursuant to a shortage category designation for fiscal year 2009 and fiscal years thereafter, and Secretary of Defense or a secretary of a military department authorized to adjust such limitations for fiscal year 2009 and fiscal years thereafter, see section 1111 of Pub. L. 110–417, set out as a note under section 143 of this title.

Reduction in Personnel Assigned to Management Headquarters Activities and Certain Other Activities

Pub. L. 99–433, title VI, §601, Oct. 1, 1986, 100 Stat. 1064, as amended by Pub. L. 100–180, div. A, title XIII, §1312, Dec. 4, 1987, 101 Stat. 1174; Pub. L. 101–189, div. A, title XVI, §1622(h)(2), Nov. 29, 1989, 103 Stat. 1606, provided that:

"(a) **MILITARY DEPARTMENTS AND COMBATANT COMMANDS.**—(1) The total number of members of the Armed Forces and civilian employees assigned or detailed to duty described in paragraph (2) may not exceed the number equal to 90 percent of the total number of such members and employees assigned or detailed to such duty on September 30, 1986.

"(2) Duty referred to in paragraph (1) is permanent duty in the military departments and in the unified and specified combatant commands to perform management headquarters activities or management headquarters support activities.

"(3) In computing and implementing the limitation in paragraph (1), the Secretary of Defense shall exclude members and employees who are assigned or detailed to permanent duty to perform management headquarters activities or management headquarters support activities in the following:

"(A) The Office of the Secretary of the Army and the Army Staff.

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"(B) The Office of the Secretary of the Navy, the Office of the Chief of Naval Operations, and the Headquarters, Marine Corps.

"(C) The Office of the Secretary of the Air Force and the Air Staff.

"(D) The immediate headquarters staff of the commander of each unified or specified combatant command.

"(4) If the Secretary of Defense applies any reduction in personnel required by the limitation in paragraph (1) to a unified or specified combatant command, the commander of that command, after consulting with his directly subordinate commanders, shall determine the manner in which the reduction shall be accomplished.

"(b) **DEFENSE AGENCIES AND DOD FIELD ACTIVITIES.**—(1)(A) Not later than September 30, 1988, the Secretary of Defense shall reduce the total number of members of the Armed Forces and civilian employees assigned or detailed to permanent duty in the management headquarters activities and management headquarters support activities in the Defense Agencies and Department of Defense Field Activities by a number that is at least 5 percent of the total number of such members and employees assigned or detailed to such duty on September 30, 1986.

"(B) Not later than September 30, 1989, the Secretary shall carry out an additional reduction in such members and employees of not less than 10 percent of the number of such members and employees assigned or detailed to such duty on September 30, 1988.

"(C) If the number of members and employees reduced under subparagraph (A) or (B) is in excess of the reduction required to be made by that subparagraph, such excess number may be applied to the number required to be reduced under paragraph (2).

"(2)(A) Not later than September 30, 1988, the Secretary of Defense shall reduce the total number of members of the Armed Forces and civilian employees assigned or detailed to permanent duty in the Defense Agencies and Department of Defense Field Activities, other than members and employees assigned or detailed to duty in management headquarters activities or management headquarters support activities, by a number that is at least 5 percent of the total number of such members and employees assigned or detailed to such duty on September 30, 1986.

"(B) Not later than September 30, 1989, the Secretary shall carry out an additional reduction in such members and employees of not less than 5 percent of the number of such members and employees assigned or detailed to such duty on September 30, 1988.

"(3) If after the date of the enactment of this Act [Oct. 1, 1986] and before October 1, 1988, the total number of members and employees described in paragraph (1)(A) or (2)(A) is reduced by a number that is in excess of the number required to be reduced under that paragraph, the Secretary may, in meeting the additional reduction required by paragraph (1)(B) or (2)(B), as the case may be, offset such additional reduction by that excess number.

"(4) The National Security Agency shall be excluded in computing and making reductions under this subsection.

"(c) **PROHIBITION AGAINST CERTAIN ACTIONS TO ACHIEVE REDUCTIONS.**—Compliance with the limitations and reductions required by subsections (a) and (b) may not be accomplished by recategorizing or redefining duties, functions, offices, or organizations.

"(d) **ALLOCATIONS TO BE MADE BY SECRETARY OF DEFENSE.**—(1) The Secretary of Defense shall allocate the reductions required to comply with the limitations in subsections (a) and (b) in a manner consistent with the efficient operation of the Department of Defense. If the Secretary determines that national security requirements dictate that a reduction (or any portion of a reduction) required by subsection (b) not be made from the Defense Agencies and Department of Defense Field Activities, the Secretary may allocate such reduction (or any portion of such reduction) (A) to personnel assigned or detailed to permanent duty in management headquarters activities or management headquarters support activities, or (B) to personnel assigned or detailed to permanent duty in other than management headquarters activities or management headquarters support activities, as the

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case may be, of the Department of Defense other than the Defense Agencies and Department of Defense Field Activities.

"(2) Among the actions that are taken to carry out the reductions required by subsections (a) and (b), the Secretary shall consolidate and eliminate unnecessary management headquarters activities and management headquarters support activities.

"(e) TOTAL REDUCTIONS.—Reductions in personnel required to be made under this section are in addition to any reductions required to be made under other provisions of this Act or any amendment made by this Act [see Short Title of 1986 Amendment note set out under section 111 of the title].

"(f) EXCLUSION.—In computing and making reductions under this section, there shall be excluded not more than 1,600 personnel transferred during fiscal year 1988 from the General Services Administration to the Department of Defense for the purpose of having the Department of Defense assume responsibility for the management, operation, and administration of certain real property under the jurisdiction of that Department.

"(g) DEFINITIONS.—For purposes of this section, the terms 'management headquarters activities' and 'management headquarters support activities' have the meanings given those terms in Department of Defense Directive 5100.73, entitled 'Department of Defense Management Headquarters and Headquarters Support Activities' and dated January 7, 1985."

(Added Pub. L. 99-433, title III, §301(a)(2), Oct. 1, 1986, 100 Stat. 1021 ; amended Pub. L. 100-180, div. A, title XIII, §1314(b)(3), Dec. 4, 1987, 101 Stat. 1175 ; Pub. L. 101-189, div. A, title XVI, §1622(h)(1), Nov. 29, 1989, 103 Stat. 1605 ; Pub. L. 113-66, div. A, title IX, §906, Dec. 26, 2013, 127 Stat. 818 .)

CHAPTER 703—DEPARTMENT OF THE ARMY

§7011. Organization

The Department of the Army is separately organized under the Secretary of the Army. It operates under the authority, direction, and control of the Secretary of Defense.

(Added Pub. L. 87-651, title II, §210(a), Sept. 7, 1962, 76 Stat. 524 , §3010; renumbered §3011, Pub. L. 99-433, title V, §501(a)(2), Oct. 1, 1986, 100 Stat. 1034.; renumbered §7011, Pub. L. 115-232, div. A, title VIII, §808(a), Aug. 13, 2018, 132 Stat. 1838 .)

§7014. Office of the Secretary of the Army

(a) There is in the Department of the Army an Office of the Secretary of the Army. The function of the Office is to assist the Secretary of the Army in carrying out his responsibilities.

(b) The Office of the Secretary of the Army is composed of the following:

- (1) The Under Secretary of the Army.
- (2) The Assistant Secretaries of the Army.
- (3) The Administrative Assistant to the Secretary of the Army.
- (4) The General Counsel of the Department of the Army.
- (5) The Inspector General of the Army.
- (6) The Chief of Legislative Liaison.
- (7) The Army Reserve Forces Policy Committee.
- (8) Such other offices and officials as may be established by law or as the Secretary of the Army may establish or designate.

(c)(1) The Office of the Secretary of the Army shall have sole responsibility within the Office of the Secretary and the Army Staff for the following functions:

- (A) Acquisition.
- (B) Auditing.

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(C) Comptroller (including financial management).

(D) Information management.

(E) Inspector General.

(F) Legislative affairs.

(G) Public affairs.

(2) The Secretary of the Army shall establish or designate a single office or other entity within the Office of the Secretary of the Army to conduct each function specified in paragraph (1). No office or other entity may be established or designated within the Army Staff to conduct any of the functions specified in paragraph (1).

(3) The Secretary shall prescribe the relationship of each office or other entity established or designated under paragraph (2) to the Chief of Staff and to the Army Staff and shall ensure that each such office or entity provides the Chief of Staff such staff support as the Chief of Staff considers necessary to perform his duties and responsibilities.

(4) The vesting in the Office of the Secretary of the Army of the responsibility for the conduct of a function specified in paragraph (1) does not preclude other elements of the executive part of the Department of the Army (including the Army Staff) from providing advice or assistance to the Chief of Staff or otherwise participating in that function within the executive part of the Department under the direction of the office assigned responsibility for that function in the Office of the Secretary of the Army.

(5) The head of the office or other entity established or designated by the Secretary to conduct the auditing function shall have at least five years of professional experience in accounting or auditing. The position shall be considered to be a career reserved position as defined in section 3132(a)(8) of title 5.

(d)(1) Subject to paragraph (2), the Office of the Secretary of the Army shall have sole responsibility within the Office of the Secretary and the Army Staff for the function of research and development.

(2) The Secretary of the Army may assign to the Army Staff responsibility for those aspects of the function of research and development that relate to military requirements and test and evaluation.

(3) The Secretary shall establish or designate a single office or other entity within the Office of the Secretary of the Army to conduct the function specified in paragraph (1).

(4) The Secretary shall prescribe the relationship of the office or other entity established or designated under paragraph (3) to the Chief of Staff of the Army and to the Army Staff and shall ensure that each such office or entity provides the Chief of Staff such staff support as the Chief of Staff considers necessary to perform his duties and responsibilities.

(e) The Secretary of the Army shall ensure that the Office of the Secretary of the Army and the Army Staff do not duplicate specific functions for which the Secretary has assigned responsibility to the other.

(f)(1) The total number of members of the armed forces and civilian employees of the Department of the Army assigned or detailed to permanent duty in the Office of the Secretary of the Army and on the Army Staff may not exceed 3,105.

(2) Not more than 1,865 officers of the Army on the active-duty list may be assigned or detailed to permanent duty in the Office of the Secretary of the Army and on the Army Staff.

(3) The total number of general officers assigned or detailed to permanent duty in the Office of the Secretary of the Army and on the Army Staff may not exceed 67.

(4) The limitations in paragraphs (1), (2), and (3) do not apply in time of war.

(5) Each limitation in paragraphs (1) and (2) may be exceeded by a number equal to 15 percent of such limitation in time of national emergency.

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Exceptions and Adjustments to Limitations on Personnel

Baseline personnel limitations in this section inapplicable to certain acquisition personnel and personnel hired pursuant to a shortage category designation for fiscal year 2009 and fiscal years thereafter, and Secretary of Defense or a secretary of a military department authorized to adjust such limitations for fiscal year 2009 and fiscal years thereafter, see section 1111 of Pub. L. 110-417, set out as a note under section 143 of this title.

(Added Pub. L. 99-433, title V, §501(a)(5), Oct. 1, 1986, 100 Stat. 1036 ; amended Pub. L. 100-180, div. A, title XIII, §1314(b)(7), Dec. 4, 1987, 101 Stat. 1175 ; Pub. L. 100-456, div. A, title III, §325(a), Sept. 29, 1988, 102 Stat. 1955 ; Pub. L. 101-189, div. A, title VI, §652(a)(4), Nov. 29, 1989, 103 Stat. 1461 ; Pub. L. 107-107, div. A, title X, §1048(a)(27), Dec. 28, 2001, 115 Stat. 1225 ; Pub. L. 107-314, div. A, title V, §504(c)(2), Dec. 2, 2002, 116 Stat. 2532 ; Pub. L. 114-328, div. A, title IX, §903(c), Dec. 23, 2016, 130 Stat. 2344 .; renumbered §7014, Pub. L. 115-232, div. A, title VIII, §808(a), Aug. 13, 2018, 132 Stat. 1838 .)

CHAPTER 705—THE ARMY STAFF

§7031. The Army Staff: function; composition

(a) There is in the executive part of the Department of the Army an Army Staff. The function of the Army Staff is to assist the Secretary of the Army in carrying out his responsibilities.

(b) The Army Staff is composed of the following:

- (1) The Chief of Staff.
- (2) The Vice Chief of Staff.
- (3) The Deputy Chiefs of Staff.
- (4) The Assistant Chiefs of Staff.
- (5) The Chief of Engineers.
- (6) The Surgeon General of the Army.
- (7) The Judge Advocate General of the Army.
- (8) The Chief of Chaplains of the Army.
- (9) The Chief of Army Reserve.
- (10) Other members of the Army assigned or detailed to the Army Staff.
- (11) Civilian employees of the Department of the Army assigned or detailed to the Army Staff.

(c) Except as otherwise specifically prescribed by law, the Army Staff shall be organized in such manner, and its members shall perform such duties and have such titles, as the Secretary may prescribe.

(Aug. 10, 1956, ch. 1041, 70A Stat. 150 ; Pub. L. 93-547, Dec. 26, 1974, 88 Stat. 1742 ; Pub. L. 93-608, §1(6), Jan. 2, 1975, 88 Stat. 1968 ; Pub. L. 98-525, title V, §515, Oct. 19, 1984, 98 Stat. 2522 ; Pub. L. 99-433, title V, §502(a), Oct. 1, 1986, 100 Stat. 1039; renumbered §7031, Pub. L. 115-232, div. A, title VIII, §808(a), Aug. 13, 2018, 132 Stat. 1838 .)

CHAPTER 707—THE ARMY

§7062. Policy; composition; organized peace establishment

(a) It is the intent of Congress to provide an Army that is capable, in conjunction with the other armed forces, of—

- (1) preserving the peace and security, and providing for the defense, of the United States, the Commonwealths and possessions, and any areas occupied by the United States;
- (2) supporting the national policies;

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(3) implementing the national objectives; and

(4) overcoming any nations responsible for aggressive acts that imperil the peace and security of the United States.

(b) In general, the Army, within the Department of the Army, includes land combat and service forces and such aviation and water transport as may be organic therein. It shall be organized, trained, and equipped primarily for prompt and sustained combat incident to operations on land. It is responsible for the preparation of land forces necessary for the effective prosecution of war except as otherwise assigned and, in accordance with integrated joint mobilization plans, for the expansion of the peacetime components of the Army to meet the needs of war.

(c) The Army consists of—

(1) the Regular Army, the Army National Guard of the United States, the Army National Guard while in the service of the United States and the Army Reserve; and

(2) all persons appointed or enlisted in, or conscripted into, the Army without component.

(d) The organized peace establishment of the Army consists of all—

(1) military organizations of the Army with their installations and supporting and auxiliary elements, including combat, training, administrative, and logistic elements; and

(2) members of the Army, including those not assigned to units;

necessary to form the basis for a complete and immediate mobilization for the national defense in the event of a national emergency.

(Aug. 10, 1956, ch. 1041, 70A Stat. 166 ; Pub. L. 109-163, div. A, title X, §1057(a)(6), Jan. 6, 2006, 119 Stat. 3441; renumbered §7062, Pub. L. 115-232, div. A, title VIII, §808(a), Aug. 13, 2018, 132 Stat. 1838 .)

CHAPTER 803—DEPARTMENT OF THE NAVY

§8011. Organization

The Department of the Navy is separately organized under the Secretary of the Navy. It operates under the authority, direction, and control of the Secretary of Defense.

(Aug. 10, 1956, ch. 1041, 70A Stat. 277 ; Pub. L. 87-651, title II, §212, Sept. 7, 1962, 76 Stat. 524 ; Pub. L. 99-433, title V, §511(b)(2), (c)(1), Oct. 1, 1986, 100 Stat. 1043; renumbered §8011, Pub. L. 115-232, div. A, title VIII, §807(a)(1), Aug. 13, 2018, 132 Stat. 1834 .)

§8014. Office of the Secretary of the Navy

(a) There is in the Department of the Navy an Office of the Secretary of the Navy. The function of the Office is to assist the Secretary of the Navy in carrying out his responsibilities.

(b) The Office of the Secretary of the Navy is composed of the following:

(1) The Under Secretary of the Navy.

(2) The Assistant Secretaries of the Navy.

(3) The General Counsel of the Department of the Navy.

(4) The Judge Advocate General of the Navy.

(5) The Naval Inspector General.

(6) The Chief of Legislative Affairs.

(7) The Chief of Naval Research.

(8) Such other offices and officials as may be established by law or as the Secretary of the Navy may establish or designate.

(c)(1) The Office of the Secretary of the Navy shall have sole responsibility within the Office of the Secretary of the Navy, the Office of the Chief of Naval Operations, and the Headquarters, Marine Corps, for the following functions:

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- (A) Acquisition.
- (B) Auditing.
- (C) Comptroller (including financial management).
- (D) Information management.
- (E) Inspector General.
- (F) Legislative affairs.
- (G) Public affairs.

(2) The Secretary of the Navy shall establish or designate a single office or other entity within the Office of the Secretary of the Navy to conduct each function specified in paragraph (1). No office or other entity may be established or designated within the Office of the Chief of Naval Operations or the Headquarters, Marine Corps, to conduct any of the functions specified in paragraph (1).

(3) The Secretary shall—

(A) prescribe the relationship of each office or other entity established or designated under paragraph (2)—

(i) to the Chief of Naval Operations and the Office of the Chief of Naval Operations; and

(ii) to the Commandant of the Marine Corps and the Headquarters, Marine Corps; and

(B) ensure that each such office or entity provides the Chief of Naval Operations and the Commandant of the Marine Corps such staff support as each considers necessary to perform his duties and responsibilities.

(4) The vesting in the Office of the Secretary of the Navy of the responsibility for the conduct of a function specified in paragraph (1) does not preclude other elements of the executive part of the Department of the Navy (including the Office of the Chief of Naval Operations and the Headquarters, Marine Corps) from providing advice or assistance to the Chief of Naval Operations and the Commandant of the Marine Corps or otherwise participating in that function within the executive part of the Department under the direction of the office assigned responsibility for that function in the Office of the Secretary of the Navy.

(5)(A) The head of the office or other entity established or designated by the Secretary to conduct the auditing function shall have at least five years of professional experience in accounting or auditing. The position shall be considered to be a career reserved position as defined in section 3132(a)(8) of title 5.

(B) The position of regional director within such office or entity, and any other position within such office or entity the primary responsibilities of which are to carry out supervisory functions, may not be held by a member of the armed forces on active duty.

(d)(1) Subject to paragraph (2), the Office of the Secretary of the Navy shall have sole responsibility within the Office of the Secretary of the Navy, the Office of the Chief of Naval Operations, and the Headquarters, Marine Corps, for the function of research and development.

(2) The Secretary of the Navy may assign to the Office of the Chief of Naval Operations and the Headquarters, Marine Corps, responsibility for those aspects of the function of research and development relating to military requirements and test and evaluation.

(3) The Secretary shall establish or designate a single office or other entity within the Office of the Secretary of the Navy to conduct the function specified in paragraph (1).

(4) The Secretary shall—

(A) prescribe the relationship of the office or other entity established or designated under paragraph (3)—

(i) to the Chief of Naval Operations and the Office of the Chief of Naval Operations; and

(ii) to the Commandant of the Marine Corps and the Headquarters, Marine Corps; and

(B) ensure that each such office or entity provides the Chief of Naval Operations and the Commandant of the Marine Corps such staff support as each considers necessary to perform his duties and responsibilities.

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(e) The Secretary of the Navy shall ensure that the Office of the Secretary of the Navy, the Office of the Chief of Naval Operations, and the Headquarters, Marine Corps, do not duplicate specific functions for which the Secretary has assigned responsibility to another of such offices.

(f)(1) The total number of members of the armed forces and civilian employees of the Department of the Navy assigned or detailed to permanent duty in the Office of the Secretary of the Navy, the Office of Chief of Naval Operations, and the Headquarters, Marine Corps, may not exceed 2,866.

(2) Not more than 1,720 officers of the Navy and Marine Corps on the active-duty list may be assigned or detailed to permanent duty in the Office of the Secretary of the Navy, the Office of the Chief of Naval Operations, and the Headquarters, Marine Corps.

(3) The total number of general and flag officers assigned or detailed to permanent duty in the Office of the Secretary of the Navy, the Office of the Chief of Naval Operations, and the Headquarters, Marine Corps, may not exceed 74.

(4) The limitations in paragraphs (1), (2), and (3) do not apply in time of war.

(5) Each limitation in paragraphs (1) and (2) may be exceeded by a number equal to 15 percent of such limitation in time of national emergency.

Exceptions and Adjustments to Limitations on Personnel

Baseline personnel limitations in this section inapplicable to certain acquisition personnel and personnel hired pursuant to a shortage category designation for fiscal year 2009 and fiscal years thereafter, and Secretary of Defense or a secretary of a military department authorized to adjust such limitations for fiscal year 2009 and fiscal years thereafter, see section 1111 of Pub. L. 110-417, set out as a note under section 143 of this title.

(Added Pub. L. 99-433, title V, §511(c)(4), Oct. 1, 1986, 100 Stat. 1045 ; amended Pub. L. 100-180, div. A, title XIII, §1314(b)(7), Dec. 4, 1987, 101 Stat. 1175 ; Pub. L. 100-456, div. A, title III, §325(b), Sept. 29, 1988, 102 Stat. 1955 ; Pub. L. 101-189, div. A, title VI, §652(a)(4), Nov. 29, 1989, 103 Stat. 1461 ; Pub. L. 107-107, div. A, title X, §1048(a)(28), Dec. 28, 2001, 115 Stat. 1225 ; Pub. L. 107-314, div. A, title V, §504(d)(2), Dec. 2, 2002, 116 Stat. 2532 ; Pub. L. 114-328, div. A, title IX, §903(d), Dec. 23, 2016, 130 Stat. 2344 . ; renumbered §8014, Pub. L. 115-232, div. A, title VIII, §807(a)(1), Aug. 13, 2018, 132 Stat. 1834 .)

CHAPTER 805—OFFICE OF THE CHIEF OF NAVAL OPERATIONS

§8031. Office of the Chief of Naval Operations: function; composition

(a) There is in the executive part of the Department of the Navy an Office of the Chief of Naval Operations. The function of the Office of the Chief of Naval Operations is to assist the Secretary of the Navy in carrying out his responsibilities.

(b) The Office of the Chief of Naval Operations is composed of the following:

(1) The Chief of Naval Operations.

(2) The Vice Chief of Naval Operations.

(3) The Deputy Chiefs of Naval Operations.

(4) The Assistant Chiefs of Naval Operations.

(5) The Surgeon General of the Navy.

(6) The Chief of Naval Personnel.

(7) The Chief of Chaplains of the Navy.

(8) Other members of the Navy and Marine Corps assigned or detailed to the Office of the Chief of Naval Operations.

(9) Civilian employees in the Department of the Navy assigned or detailed to the Office of the Chief of Naval Operations.

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(c) Except as otherwise specifically prescribed by law, the Office of the Chief of Naval Operations shall be organized in such manner, and its members shall perform such duties and have such titles, as the Secretary may prescribe.

(Added Pub. L. 99-433, title V, §512(b), Oct. 1, 1986, 100 Stat. 1048; renumbered §8031, Pub. L. 115-232, div. A, title VIII, §807(a)(1), Aug. 13, 2018, 132 Stat. 1834 .)

CHAPTER 806—HEADQUARTERS, MARINE CORPS

§8041. Headquarters, Marine Corps: function; composition

(a) There is in the executive part of the Department of the Navy a Headquarters, Marine Corps. The function of the Headquarters, Marine Corps, is to assist the Secretary of the Navy in carrying out his responsibilities.

(b) The Headquarters, Marine Corps, is composed of the following:

- (1) The Commandant of the Marine Corps.
- (2) The Assistant Commandant of the Marine Corps.
- (3) The Deputy Commandants.
- (4) The Staff Judge Advocate to the Commandant of the Marine Corps.
- (5) Other members of the Navy and Marine Corps assigned or detailed to the Headquarters, Marine Corps.
- (6) Civilian employees in the Department of the Navy assigned or detailed to the Headquarters, Marine Corps.

(c) Except as otherwise specifically prescribed by law, the Headquarters, Marine Corps, shall be organized in such manner, and its members shall perform such duties and have such titles, as the Secretary may prescribe.

(Added Pub. L. 99-433, title V, §513(b), Oct. 1, 1986, 100 Stat. 1052 ; amended Pub. L. 106-398, §1 [(div. A), title IX, §902(a)], Oct. 30, 2000, 114 Stat. 1654 , 1654A-224; Pub. L. 112-239, div. A, title V, §531(c), Jan. 2, 2013, 126 Stat. 1726; renumbered §8041, Pub. L. 115-232, div. A, title VIII, §807(a)(1), Aug. 13, 2018, 132 Stat. 1834 .)

CHAPTER 807—COMPOSITION OF THE DEPARTMENT OF THE NAVY

§8061. Department of the Navy: composition

The Department of the Navy is composed of the following:

- (1) The Office of the Secretary of the Navy.
- (2) The Office of the Chief of Naval Operations.
- (3) The Headquarters, Marine Corps.
- (4) The entire operating forces, including naval aviation, of the Navy and of the Marine Corps, and the reserve components of those operating forces.
- (5) All field activities, headquarters, forces, bases, installations, activities, and functions under the control or supervision of the Secretary of the Navy.
- (6) The Coast Guard when it is operating as a service in the Navy.

(Added Pub. L. 99-433, title V, §511(b)(1), Oct. 1, 1986, 100 Stat. 1043; renumbered §8061, Pub. L. 115-232, div. A, title VIII, §807(a)(1), Aug. 13, 2018, 132 Stat. 1834 .)

§8062. United States Navy: composition; functions

(a) The Navy, within the Department of the Navy, includes, in general, naval combat and service forces and such aviation as may be organic therein. The Navy shall be organized, trained, and equipped primarily for prompt and sustained combat incident to operations at sea. It is responsible

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for the preparation of naval forces necessary for the effective prosecution of war except as otherwise assigned and, in accordance with integrated joint mobilization plans, for the expansion of the peacetime components of the Navy to meet the needs of war.

(b) The naval combat forces of the Navy shall include not less than 11 operational aircraft carriers. For purposes of this subsection, an operational aircraft carrier includes an aircraft carrier that is temporarily unavailable for worldwide deployment due to routine or scheduled maintenance or repair.

(c) All naval aviation shall be integrated with the naval service as part thereof within the Department of the Navy. Naval aviation consists of combat and service and training forces, and includes land-based naval aviation, air transport essential for naval operations, all air weapons and air techniques involved in the operations and activities of the Navy, and the entire remainder of the aeronautical organization of the Navy, together with the personnel necessary therefor.

(d) The Navy shall develop aircraft, weapons, tactics, technique, organization, and equipment of naval combat and service elements. Matters of joint concern as to these functions shall be coordinated between the Army, the Air Force, and the Navy.

(e) The Secretary of the Navy shall ensure that—

(1) the Navy maintains a minimum of 9 carrier air wings until the earlier of—
(A) the date on which additional operationally deployable aircraft carriers can fully support a 10th carrier air wing; or

(B) October 1, 2025;

(2) after the earlier of the two dates referred to in subparagraphs (A) and (B) of paragraph (1), the Navy maintains a minimum of 10 carrier air wings; and

(3) for each such carrier air wing, the Navy maintains a dedicated and fully staffed headquarters.

(Aug. 10, 1956, ch. 1041, 70A Stat. 277 , §5012; renumbered §5062 and amended Pub. L. 99-433, title V, §511(b)(3), (4), Oct. 1, 1986, 100 Stat. 1043 ; Pub. L. 109-163, div. A, title I, §126(a), Jan. 6, 2006, 119 Stat. 3159 ; Pub. L. 109-364, div. A, title X, §1011(a), Oct. 17, 2006, 120 Stat. 2374 ; Pub. L. 114-328, div. A, title X, §1042(a), Dec. 23, 2016, 130 Stat. 2393 . ; renumbered §8062, Pub. L. 115-232, div. A, title VIII, §807(a)(1), Aug. 13, 2018, 132 Stat. 1834 .)

§8063. United States Marine Corps: composition; functions

(a) The Marine Corps, within the Department of the Navy, shall be so organized as to include not less than three combat divisions and three air wings, and such other land combat, aviation, and other services as may be organic therein. The Marine Corps shall be organized, trained, and equipped to provide fleet marine forces of combined arms, together with supporting air components, for service with the fleet in the seizure or defense of advanced naval bases and for the conduct of such land operations as may be essential to the prosecution of a naval campaign. In addition, the Marine Corps shall provide detachments and organizations for service on armed vessels of the Navy, shall provide security detachments for the protection of naval property at naval stations and bases, and shall perform such other duties as the President may direct. However, these additional duties may not detract from or interfere with the operations for which the Marine Corps is primarily organized.

(b) The Marine Corps shall develop, in coordination with the Army and the Air Force, those phases of amphibious operations that pertain to the tactics, technique, and equipment used by landing forces.

(c) The Marine Corps is responsible, in accordance with integrated joint mobilization plans, for the expansion of peacetime components of the Marine Corps to meet the needs of war.

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(Aug. 10, 1956, ch. 1041, 70A Stat. 278 , §5013; renumbered §5063, Pub. L. 99-433, title V, §511(b)(3), Oct. 1, 1986, 100 Stat. 1043; renumbered §8063, Pub. L. 115-232, div. A, title VIII, §807(a)(1), Aug. 13, 2018, 132 Stat. 1834 .)

CHAPTER 903—DEPARTMENT OF THE AIR FORCE

§9011. Organization

The Department of the Air Force is separately organized under the Secretary of the Air Force. It operates under the authority, direction, and control of the Secretary of Defense.

(Added Pub. L. 87-651, title II, §213(a), Sept. 7, 1962, 76 Stat. 524 , §8010; renumbered §8011, Pub. L. 99-433, title V, §521(a)(1), Oct. 1, 1986, 100 Stat. 1055; renumbered §9011, Pub. L. 115-232, div. A, title VIII, §806(c), Aug. 13, 2018, 132 Stat. 1833 .)

§9014. Office of the Secretary of the Air Force

(a) There is in the Department of the Air Force an Office of the Secretary of the Air Force. The function of the Office is to assist the Secretary of the Air Force in carrying out his responsibilities.

(b) The Office of the Secretary of the Air Force is composed of the following:

- (1) The Under Secretary of the Air Force.
- (2) The Assistant Secretaries of the Air Force.
- (3) The General Counsel of the Department of the Air Force.
- (4) The Inspector General of the Air Force.
- (5) The Chief of Legislative Liaison.
- (6) The Air Reserve Forces Policy Committee.
- (7) Such other offices and officials as may be established by law or as the Secretary of the Air Force may establish or designate.

(c)(1) The Office of the Secretary of the Air Force shall have sole responsibility within the Office of the Secretary and the Air Staff for the following functions:

- (A) Acquisition.
- (B) Auditing.
- (C) Comptroller (including financial management).
- (D) Information management.
- (E) Inspector General.
- (F) Legislative affairs.
- (G) Public affairs.

(2) The Secretary of the Air Force shall establish or designate a single office or other entity within the Office of the Secretary of the Air Force to conduct each function specified in paragraph (1). No office or other entity may be established or designated within the Air Staff to conduct any of the functions specified in paragraph (1).

(3) The Secretary shall prescribe the relationship of each office or other entity established or designated under paragraph (2) to the Chief of Staff and to the Air Staff and shall ensure that each such office or entity provides the Chief of Staff such staff support as the Chief of Staff considers necessary to perform his duties and responsibilities.

(4) The vesting in the Office of the Secretary of the Air Force of the responsibility for the conduct of a function specified in paragraph (1) does not preclude other elements of the executive part of the Department of the Air Force (including the Air Staff) from providing advice or assistance to the Chief of Staff or otherwise participating in that function within the executive part of the Department under the direction of the office assigned responsibility for that function in the Office of the Secretary of the Air Force.

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(5) The head of the office or other entity established or designated by the Secretary to conduct the auditing function shall have at least five years of professional experience in accounting or auditing. The position shall be considered to be a career reserved position as defined in section 3132(a)(8) of title 5.

(d)(1) Subject to paragraph (2), the Office of the Secretary of the Air Force shall have sole responsibility within the Office of the Secretary and the Air Staff for the function of research and development.

(2) The Secretary of the Air Force may assign to the Air Staff responsibility for those aspects of the function of research and development that relate to military requirements and test and evaluation.

(3) The Secretary shall establish or designate a single office or other entity within the Office of the Secretary of the Air Force to conduct the function specified in paragraph (1).

(4) The Secretary shall prescribe the relationship of the office or other entity established or designated under paragraph (3) to the Chief of Staff of the Air Force and to the Air Staff and shall ensure that each such office or entity provides the Chief of Staff such staff support as the Chief of Staff considers necessary to perform his duties and responsibilities.

(e) The Secretary of the Air Force shall ensure that the Office of the Secretary of the Air Force and the Air Staff do not duplicate specific functions for which the Secretary has assigned responsibility to the other.

(f)(1) The total number of members of the armed forces and civilian employees of the Department of the Air Force assigned or detailed to permanent duty in the Office of the Secretary of the Air Force and on the Air Staff may not exceed 2,639.

(2) Not more than 1,585 officers of the Air Force on the active-duty list may be assigned or detailed to permanent duty in the Office of the Secretary of the Air Force and on the Air Staff.

(3) The total number of general officers assigned or detailed to permanent duty in the Office of the Secretary of the Air Force and on the Air Staff may not exceed 60.

(4) The limitations in paragraphs (1), (2), and (3) do not apply in time of war.

(5) Each limitation in paragraphs (1) and (2) may be exceeded by a number equal to 15 percent of such limitation in time of national emergency.

Exceptions and Adjustments to Limitations on Personnel

Baseline personnel limitations in this section inapplicable to certain acquisition personnel and personnel hired pursuant to a shortage category designation for fiscal year 2009 and fiscal years thereafter, and Secretary of Defense or a secretary of a military department authorized to adjust such limitations for fiscal year 2009 and fiscal years thereafter, see section 1111 of Pub. L. 110-417, set out as a note under section 143 of this title.

(Added Pub. L. 99-433, title V, §521(a)(3), Oct. 1, 1986, 100 Stat. 1057 ; amended Pub. L. 100-180, div. A, title XIII, §1314(b)(7), Dec. 4, 1987, 101 Stat. 1175 ; Pub. L. 100-456, div. A, title III, §325(c), Sept. 29, 1988, 102 Stat. 1955 ; Pub. L. 101-189, div. A, title VI, §652(a)(4), Nov. 29, 1989, 103 Stat. 1461 ; Pub. L. 107-107, div. A, title X, §1048(a)(29), Dec. 28, 2001, 115 Stat. 1225 ; Pub. L. 107-314, div. A, title V, §504(e)(2), Dec. 2, 2002, 116 Stat. 2533 ; Pub. L. 114-328, div. A, title IX, §903(e), Dec. 23, 2016, 130 Stat. 2344 .; renumbered §9014, Pub. L. 115-232, div. A, title VIII, §806(c), Aug. 13, 2018, 132 Stat. 1833 .)

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CHAPTER 905—THE AIR STAFF

§9031. The Air Staff: function; composition

(a) There is in the executive part of the Department of the Air Force an Air Staff. The function of the Air Staff is to assist the Secretary of the Air Force in carrying out his responsibilities.

(b) The Air Staff is composed of the following:

- (1) The Chief of Staff.
- (2) The Vice Chief of Staff.
- (3) The Deputy Chiefs of Staff.
- (4) The Assistant Chiefs of Staff.
- (5) The Surgeon General of the Air Force.
- (6) The Judge Advocate General of the Air Force.
- (7) The Chief of the Air Force Reserve.
- (8) Other members of the Air Force assigned or detailed to the Air Staff.
- (9) Civilian employees in the Department of the Air Force assigned or detailed to the Air Staff.

(c) Except as otherwise specifically prescribed by law, the Air Staff shall be organized in such manner, and its members shall perform such duties and have such titles, as the Secretary may prescribe.

(Aug. 10, 1956, ch. 1041, 70A Stat. 490 ; Pub. L. 89-718, §45, Nov. 2, 1966, 80 Stat. 1121 ; Pub. L. 93-608, §1(5), Jan. 2, 1975, 88 Stat. 1968 ; Pub. L. 98-525, title V, §515, Oct. 19, 1984, 98 Stat. 2522 ; Pub. L. 99-433, title V, §522(a), Oct. 1, 1986, 100 Stat. 1060; renumbered §9031, Pub. L. 115-232, div. A, title VIII, §806(c), Aug. 13, 2018, 132 Stat. 1833.)

CHAPTER 907—THE AIR FORCE

§9062. Policy; composition; aircraft authorization

(a) It is the intent of Congress to provide an Air Force that is capable, in conjunction with the other armed forces, of—

- (1) preserving the peace and security, and providing for the defense, of the United States, the Commonwealths and possessions, and any areas occupied by the United States;
- (2) supporting the national policies;
- (3) implementing the national objectives; and
- (4) overcoming any nations responsible for aggressive acts that imperil the peace and security of the United States.

(b) There is a United States Air Force within the Department of the Air Force.

(c) In general, the Air Force includes aviation forces both combat and service not otherwise assigned. It shall be organized, trained, and equipped primarily for prompt and sustained offensive and defensive air operations. It is responsible for the preparation of the air forces necessary for the effective prosecution of war except as otherwise assigned and, in accordance with integrated joint mobilization plans, for the expansion of the peacetime components of the Air Force to meet the needs of war.

(d) The Air Force consists of—

- (1) the Regular Air Force, the Air National Guard of the United States, the Air National Guard while in the service of the United States, and the Air Force Reserve;
- (2) all persons appointed or enlisted in, or conscripted into, the Air Force without component; and
- (3) all Air Force units and other Air Force organizations, with their installations and supporting and auxiliary combat, training, administrative, and logistic elements; and all

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members of the Air Force, including those not assigned to units; necessary to form the basis for a complete and immediate mobilization for the national defense in the event of a national emergency.

(e) Subject to subsection (f) of this section, chapter 911 of this title, and the strength authorized by law pursuant to section 115 of this title, the authorized strength of the Air Force is 70 Regular Air Force groups and such separate Regular Air Force squadrons, reserve groups, and supporting and auxiliary regular and reserve units as required.

(f) There are authorized for the Air Force 24,000 serviceable aircraft or 225,000 airframe tons of serviceable aircraft, whichever the Secretary of the Air Force considers appropriate to carry out this section. This subsection does not apply to guided missiles.

(g)(1) Effective October 1, 2011, the Secretary of the Air Force shall maintain a total aircraft inventory of strategic airlift aircraft of not less than 301 aircraft. Effective on the date that is 45 days after the date on which the report under section 141(c)(3) of the National Defense Authorization Act for Fiscal Year 2013¹ is submitted to the congressional defense committees, the Secretary shall maintain a total aircraft inventory of strategic airlift aircraft of not less than 275 aircraft.

(2) In this subsection:

(A) The term "strategic airlift aircraft" means an aircraft—

- (i) that has a cargo capacity of at least 150,000 pounds; and
- (ii) that is capable of transporting outsized cargo an unrefueled range of at least 2,400 nautical miles.

(B) The term "outsized cargo" means any single item of equipment that exceeds 1,090 inches in length, 117 inches in width, or 105 inches in height.

(h)(1) Beginning October 1, 2011, the Secretary of the Air Force may not retire more than six B-1 aircraft.

(2) The Secretary shall maintain in a common capability configuration not less than 36 B-1 aircraft as combat-coded aircraft.

(3) In this subsection, the term "combat-coded aircraft" means aircraft assigned to meet the primary aircraft authorization to a unit for the performance of its wartime mission.

(i)(1) During the period beginning on October 1, 2017, and ending on October 1, 2022, the Secretary of the Air Force shall maintain a total aircraft inventory of fighter aircraft of not less than 1,970 aircraft, and a total primary mission aircraft inventory (combat-coded) of not less than 1,145 fighter aircraft.

(2) In this subsection:

(A) The term 'fighter aircraft' means an aircraft that—

- (i) is designated by a mission design series prefix of F- or A-;
- (ii) is manned by one or two crewmembers; and
- (iii) executes single-role or multi-role missions, including air-to-air combat, air-to-ground attack, air interdiction, suppression or destruction of enemy air defenses, close air support, strike control and reconnaissance, combat search and rescue support, or airborne forward air control.

(B) The term 'primary mission aircraft inventory' means aircraft assigned to meet the primary aircraft authorization to a unit for the performance of its wartime mission.

(j)(1) Except as provided in paragraph (2), effective October 1, 2019, the Secretary of the Air Force shall maintain a total aircraft inventory of air refueling tanker aircraft of not less than 479 aircraft.

(2) The Secretary of the Air Force may reduce the number of air refueling tanker aircraft in the total aircraft inventory of the Air Force below 479 only if—

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(A) the Secretary certifies to the congressional defense committees that such reduction is justified by the results of the mobility capability and requirements study conducted under section 144(b) of the National Defense Authorization Act for Fiscal Year 2018² (Public Law 115-91); and

(B) a period of 30 days has elapsed following the date on which the certification is made to the congressional defense committees under subparagraph (A).

(3) In this subsection:

(A) The term "air refueling tanker aircraft" means an aircraft that has as its primary mission the refueling of other aircraft.

(B) The term "total aircraft inventory" means aircraft authorized to a flying unit for operations or training.

¹ Section 141(c)(3) of the National Defense Authorization Act for Fiscal Year 2013, referred to in subsec. (g)(1), is section 141(c)(3) of Pub. L. 112-239, div. A, title I, Jan. 2, 2013, 126 Stat. 1661.

² Section 144(b) of the National Defense Authorization Act for Fiscal Year 2018, referred to in subsec. (j)(2)(A), is section 144(b) of Pub. L. 115-91, div. A, title I, Dec. 12, 2017, 131 Stat. 1321.

(Aug. 10, 1956, ch. 1041, 70A Stat. 493; Pub. L. 96-513, title V, §504(4), Dec. 12, 1980, 94 Stat. 2916; Pub. L. 99-433, title I, §110(g)(10), Oct. 1, 1986, 100 Stat. 1004; Pub. L. 100-26, §7(g)(3), Apr. 21, 1987, 101 Stat. 282; Pub. L. 100-180, div. A, title XIII, §1314(b)(9), Dec. 4, 1987, 101 Stat. 1176; Pub. L. 109-163, div. A, title X, §1057(a)(6), Jan. 6, 2006, 119 Stat. 3441; Pub. L. 109-364, div. A, title I, §132, Oct. 17, 2006, 120 Stat. 2112; Pub. L. 111-84, div. A, title I, §139, Oct. 28, 2009, 123 Stat. 2223; Pub. L. 112-81, div. A, title I, §131, Dec. 31, 2011, 125 Stat. 1320; Pub. L. 112-239, div. A, title I, §§141(a), 142(a), Jan. 2, 2013, 126 Stat. 1659, 1662; Pub. L. 115-91, div. A, title I, §131(a), Dec. 12, 2017, 131 Stat. 1314.; renumbered §9062 and amended Pub. L. 115-232, div. A, title I, §141(a), title VIII, §§806(c), 809(a), Aug. 13, 2018, 132 Stat. 1666, 1833, 1840.)

CHAPTER 1003—RESERVE COMPONENTS GENERALLY

§10101. Reserve components named

The reserve components of the armed forces are:

- (1) The Army National Guard of the United States.
- (2) The Army Reserve.
- (3) The Navy Reserve.
- (4) The Marine Corps Reserve.
- (5) The Air National Guard of the United States.
- (6) The Air Force Reserve.
- (7) The Coast Guard Reserve.

(Added Pub. L. 103-337, div. A, title XVI, §1661(a)(1), Oct. 5, 1994, 108 Stat. 2970; amended Pub. L. 109-163, div. A, title V, §515(b)(1)(Z), Jan. 6, 2006, 119 Stat. 3233.)

CHAPTER 1011—NATIONAL GUARD BUREAU

§10501. National Guard Bureau

(a) NATIONAL GUARD BUREAU.—There is in the Department of Defense the National Guard Bureau, which is a joint activity of the Department of Defense.

(b) PURPOSES.—The National Guard Bureau is the channel of communications on all matters pertaining to the National Guard, the Army National Guard of the United States, and the Air National Guard of the United States between (1) the Department of the Army and Department of the Air Force, and (2) the several States.

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(Added Pub. L. 103-337, div. A, title IX, §904(a), Oct. 5, 1994, 108 Stat. 2824; amended Pub. L. 110-181, div. A, title XVIII, §1812(a), Jan. 28, 2008, 122 Stat. 497)

Glossary

Abbreviations and Acronyms.

4SF	4-Star Forum	CEO	chief executive officer
A&S	acquisition and sustainment	CFO	chief financial officer
A&T	acquisition and technology	CFR	Code of Federal Regulations
AA	administrative assistant	CFR	Council on Foreign Relations
ACC	Air Combat Command (Air Force)	CHCO	chief human capital officer
ACMC	Assistant Commandant of the Marine Corps	CINO	chief innovation officer
ADC	authority, direction, and control	CIO	chief information officer
ADCON	administrative control (authority)	CJCS	Chairman of the Joint Chiefs of Staff
AETC	Air Education Command (Air Force)	CJTF	combined joint task force
AFAFRICA	U.S. Air Forces Africa	CMC	Commandant of the Marine Corps
AFCENT	U.S. Air Forces Central Command	CMD	command
AFCYBER	Air Forces Cyber (24th Air Force)	CMO	chief management officer
AFDW	Air Force District of Washington	CMSAF	Chief Master Sergeant of the Air Force
AFGSC	Air Force Global Strike Command	CN	counternarcotics
AFHSC	Armed Forces Health Surveillance Center	CNFK	U.S. Naval Forces Korea
AFMC	Air Force Materiel Command	CNFJ	U.S. Naval Forces Japan
AFNORTH	Air Forces Northern (1st Air Force)	CNGB	Chief of the National Guard Bureau
AFRC	Air Force Reserve Command	CNO	Chief of Naval Operations
AFRICOM	Africa Command	COCOM	combatant command (authority)
AFSOC	Air Force Special Operations Command	COG	continuity of government
AFSOUTH	Air Forces Southern (12th Air Force)	CONUS	continental United States
AFSPC	Air Force Space Command	COO	chief operating officer
AGR	Active Guard and Reserve	COOP	continuity of operations
ALCOM	Alaskan Command	CPF	U.S. Pacific Fleet
AMC	Air Mobility Command (Air Force)	CPH	Considered and Passed House (bill version)
AMC	U.S. Army Materiel Command	CPS	Considered and Passed Senate (bill version)
AOR	area of responsibility	CS	combat support
APSA	asian and pacific security affairs	CSA	Chief of Staff of the Army
ARCENT	U.S. Army Central (3rd Army)	CSA	combat support agency
ARCYBER	U.S. Army Cyber (2nd Army)	CSAF	Chief of Staff of the Air Force
ARNORTH	U.S. Army North (5th Army)	CSE	civilian senior executive
ARPAC	U.S. Army Pacific Command	CSS	Central Security Service
ARSOUTH	U.S. Army South (6th Army)	CSS	combat service support
ARSTRAT	Army Forces Strategic Command	CTO	chief technology officer
ASA	Assistant Secretary of the Army	CW	civil works
ASAF	Assistant Secretary of the Air Force	CYBERCOM	Cyber Command
ASCC	Army Service Component Command	DA	Department of the Army
ASD	Assistant Secretary of Defense	DAE	Defense Acquisition Executive
ASD(A)	ASD for Acquisition	DAF	Department of the Air Force
ASD(R)	ASD for Readiness	DAFA	Defense Agencies and DoD Field Activities
ASD(S)	ASD for Sustainment	DARPA	Defense Advanced Research Projects Agency
ASN	Assistant Secretary of the Navy	DASD	Deputy Assistant Secretary of Defense
AT&L	acquisition, technology, and logistics	DAWG	Deputy's Action Working Group (legacy)
ATSD	Assistant to the Secretary of Defense	DBB	Defense Business Board
BA	budget authority (funding)	DCAA	Defense Contract Audit Agency
BES	budget estimate submission	DCAPE	Director of Cost Assessment and Program Evaluation
BOS	base operating support	DCB	Washington-Baltimore-Arlington, DC-MD-VA-WV-PA (pay region)
C3I	command, control, communications, and intelligence	DCMA	Defense Contract Management Agency
CAAF	Court of Appeals of the Armed Forces	DCMO	Deputy Chief Management Officer
CAC	common access card	DCPAS	Defense Civilian Personnel Advisory Service
CAO	chief acquisition officer	DDI	Director of Defense Intelligence (USD(I) role)
CBP	chemical-biological defense program	DDI	Director for Defense Intelligence (OUSD(I) Directors' role)
CBP	U.S. Customs and Border Protection Agency	DDR&E	Director of Defense Research and Engineering
CCDR	combatant commander (person)	DEA	Drug Enforcement Agency
CCMD	combatant command (organization)		
CCSA	combatant command support agent		
CDC	Center for Disease Control		
CDC	Congressional Defense Committees		
CENTCOM	Central Command		

Glossary

DeCA	Defense Commissary Agency	EUSA	8th U.S. Army (Korea)
DEPSECDEF	Deputy Secretary of Defense	EX	executive schedule level
DFAS	Defense Finance and Accounting Service	FAA	Federal Aviation Administration
DHA	Defense Health Agency	FACA	Federal Advisory Committee Act
DHB	Defense Health Board	FCC	U.S. Fleet Cyber Command (10th Fleet)
DHS	Department of Homeland Security	FEMA	Federal Emergency Management Agency
DIA	Defense Intelligence Agency	FHP&R	Force Health Protection and Readiness
DIB	Defense Innovation Board	FLOTUS	First Lady of the United States
DISA	Defense Information Systems Agency	FM	financial management
DISES	defense intelligence senior executive service	FMP	force management policy
DISL	defense intelligence senior leader	FMR	Financial Management Regulation
DIU	Defense Innovation Unit	FORSCOM	U.S. Army Forces Command
DIUx	DIU Experimental (legacy)	FRS	Federal Reserve System
DJS	Director of the Joint Staff	FTE	full-time equivalent
DLA	Defense Logistics Agency	FY	fiscal year
DLSA	Defense Legal Services Agency	FYDP	Future Years Defense Program
DMACT	Defense Media Activity	GAO	Government Accountability Office
DMAG	Deputy's Management Action Group	GC	general counsel
DMDC	Defense Manpower Data Center	GCC	geographical combatant command
DMRR	Defense Manpower Requirements Report	GEF	Guidance for the Employment of the Force
DNA	Director of Net Assessment	GOFO	general officer/flag officer
DNI	Director of National Intelligence	GPO	Government Publishing Office
DoD	Department of Defense	GS	general schedule
DoDD	DoD directive	GSA	General Services Administration
DoDEA	DoD Education Activity	GSA	global security affairs
DoDHRA	DoD Human Resources Agency	HA	health affairs
DoDI	DoD instruction	HAC-D	House Appropriations Committee, Defense Subcommittee
DoDTRMC	DoD Test Resource Management Center	HASC	House Armed Services Committee
DoE	Department of Energy	HDGS	homeland defense and global security
DOEP&P	Director Operational Energy Plans and Programs	HDI	homeland defense integration
DOJ	Department of Justice	HQ	headquarters
DON	Department of the Navy	HQE	highly qualified expert (appointment authority)
DOS	Department of State	HQMC	Headquarters, Marine Corps
DoT	Department of Transportation	IE&E	installations, energy, and environment (Army)
DOT&E	Director of Operational Test and Evaluation	IE&E	installations, environment, and energy (Air Force)
DPAA	Defense POW/MIA Accounting Agency	IEM	installation emergency management
DPB	Defense Policy Board	IEOC	integrated emergency operations center
DPG	Defense Planning Guidance	IG	inspector general
DSB	Defense Science Board	IH	Introduced in the House (bill version)
DSCA	Defense Security Cooperation Agency	IMA	individual mobilization augmentee
DSCA	Defense Support of Civil Authorities	INDOPACOM	Indo-Pacific Command
DSD	Deputy Secretary of Defense	IPA	Intergovernmental Personnel Act (appointment authority)
DSS	Defense Security Service	IPL	Integrated Priority List
DTHC	DiLorenzo TRICARE Health Clinic	IS	Introduced in the Senate (bill version)
DTIC	Defense Technical Information Center	ISA	international security affairs
DTRA	Defense Threat Reduction Agency	ISP	international security programs
DTSA	Defense Technology Security Administration	JCS	Joint Chiefs of Staff
DUSD	Deputy Under Secretary of Defense	JFHQ	joint force headquarters
EA	executive agent	JIDA	Joint Improvised-Threat Defeat Agency (legacy)
EAH	Engrossed amendment House (bill version)	JIEDDO	Joint Improvised Explosive Device Defeat Organizations (legacy)
EAS	Engrossed amendment Senate (bill version)	JP	joint publication
EH	Engrossed in the House (bill version)	JROC	Joint Resource Oversight Council
EI&E	energy, installations, and environment	JS	Joint Staff
ENR	Enrolled (bill version)	JSOC	Joint Special Operations Command
EO	executive order	JTF	joint task force
EPC	emergency planning coordinator		
ERI	European Reconstruction Initiative		
ES	Engrossed in the Senate (bill version)		
ESF	emergency support function		
EUCOM	European Command		

Glossary

L&MR	logistics and materiel readiness	NWS	National War College
LA	legislative affairs	O&M	operation and maintenance (funding)
LOC	Library of Congress	O&M	organization and management
M&RA	manpower and reserve affairs	O&MP	Organizational and Management Planning (legacy)
MAGTF	Marine Air Ground Task Force	OASD	Office of the Assistant Secretary of Defense
MAJCOM	major command	OCMO	Office of the Chief Management Officer
MARCENT	Marine Forces Central Command	OCNGB	Office of the Chief of the NGB
MARFORCOM	Marine Forces Command	OCONUS	outside the continental United States
MARFORCYBER	Marine Forces Cyber Command	OEA	Office of Economic Adjustment
MARFOREUR/AF	Marine Forces Europe and Africa	OEP&P	operational energy plans and programs
MARFOR-K	Marine Forces Korea	OIG	Office of the Inspector General
MARFORPAC	U.S. Marine Corps Forces, Pacific	OLC	Office of Legislative Council (GC DoD)
MARFORSOUTH	U.S. Marine Corps Forces, South	OLRC	Office of Law Revision Council (Congress)
MARSOC	Marine Forces Special Operations Command	OMB	Office of Management and Budget
MARFORSTRAT	Marine Forces Strategic Command	OoP	order of precedence
MCNCR	Marine Corps NCR	OoS	order of succession
MCPON	Master Chief Petty Officer of the Navy	OP&DSD	Organizational Policy and Decision Support Directorate
MDA	Missile Defense Agency	OPCON	operational command (authority)
MDW	Military District of Washington	OPM	Office of Personnel Management
MEB	Marine expeditionary brigade	OSD	Office of the Secretary of Defense
MEF	Marine expeditionary force	OT&E	operational test and evaluation
MEF	mission essential function	OT&E	organize, train, and equip
MEU	Marine expeditionary unit	OUSD	Office of the Under Secretary of Defense
MHA	major DoD headquarters activities	P&R	personnel and readiness
MIA	missing in action	PA	Presidentially Appointed
MilCon	military construction (funding)	PA	public affairs
MilDep	Military Department	PACAF	Pacific Air Forces (Air Force)
MilPers	military personnel (funding)	PACOM	Pacific Command
MIP	military intelligence program (funding)	PACFLT	U.S. Pacific Fleet (Navy)
MSC	Military Sealift Command (Navy)	PAS	Presidentially Appointed, Senate-confirmed
NAF	numbered air force	PB	President's Budget
NASA	National Aeronautics and Space Administration	PBC	Pentagon Building Council
NATO	North Atlantic Treaty Organization	PBR	program and budget review
NAVCENT	U.S. Naval Forces Central Command (5th Fleet)	PCH	Placed on Calendar House (bill version)
NAVSO	U.S. Naval Forces Southern Command (4th Fleet)	PCS	Placed on Calendar Senate (bill version)
NC	non-career	PD	Principal Deputy
NCB	nuclear, chemical, and biological defense programs	PD	position description
NCR	National Capital Region	PDASD	Principal Deputy Assistant Secretary of Defense
NDAA	National Defense Authorization Act	PDSA	Principal DoD Space Advisor (legacy)
NDS	National Defense Strategy	PDUSD	Principal Deputy Under Secretary of Defense
NDU	National Defense University	PEO	program executive office
NDW	Naval District of Washington	PFPA	Pentagon Force Protection Agency
NEF	national essential function	PGC	Pentagon Governance Council
NGA	National Geospatial-Intelligence Agency	PHEO	public health emergency officer
NGB	National Guard Bureau	PIO	performance improvement officer
NGJS	National Guard Joint Staff	PL	Public Law
NII	networks and information integration	PMO	program management office
NIP	national intelligence program (funding)	POM	program objective memorandum
NMCC	National Military Command Center	POTUS	President of the United States
NME	National Military Establishment	POW	prisoner of war
NMS	National Military Strategy	PPBE	Planning, Programming, Budgeting, and Execution
NORTHCOM	Northern Command	PSA	principal staff assistant
NRO	National Reconnaissance Office	PTDO	performing the duties of
NSA	National Security Agency	QDR	Quadrennial Defense Review
NSC	National Security Council	QRM	Quadrennial Roles and Missions Review
NSS	National Security Strategy	R&E	research and engineering
NSSS	National Space Security Strategy	R&FM	readiness and force management
NSW	Naval Special Warfare Command		

RA	reserve affairs	SOLIC	special operations and low intensity conflict
RAH	Referred with Amendments House (bill version)	SOUTHCOM	Southern Command
RAS	Referred with Amendments Senate (bill version)	SPC	strategy, plans, and capabilities
RCS	Reference Change Senate (bill version)	SPF	strategy, plans, and functions
RCH	Reference Change House (bill version)	SRRB	service requirements review board
RDA	research, development, and acquisition (Navy)	SSA	Social Security Administration
RDS	Received in Senate (bill version)	SSC	service support contract
RDT&E	research, development, test, and evaluation	ST	senior technical (SES-equivalent)
RFH	Referred in House (bill version)	STR	strategy and threat reduction
RFPB	Reserve Forces Policy Board	STRATCOM	Strategic Command
RFS	Referred in Senate (bill version)	TOA	total obligation authority (funding)
RH	Reported in House (bill version)	TRADOC	U.S. Army Training and Doctrine Command
RHS	Received in House (bill version)	TRANSCOM	Transportation Command
ROTC	Reserve Officer Training Corps	TSA	Transportation Security Administration
RS	Reported in Senate (bill version)	TSOC	theater special operations command
SAC-D	Senate Appropriations Committee, Defense Subcommittee	USAFA	U.S. Air Force Academy
SAP	Special Access Program (highly classified information)	USAFE	U.S. Air Forces Europe
SAP	Statement of Administration Policy	USASOC	U.S. Army Special Operations Command
SAPRO	Sexual Assault Prevention and Response Office	USARAF	U.S. Army Africa
SASC	Senate Armed Services Committee	USARAK	U.S. Army Alaska
SCO	Strategic Capabilities Office	USARC	U.S. Army Reserve Command
SCOTUS	Supreme Court of the United States	USAREUR	U.S. Army Europe (7th Army)
SD	Secretary of Defense	USARJ	U.S. Army Japan
SDDC	U.S. Army Military Surface Deployment and Distribution Command	USARPAC	U.S. Army Pacific Command
SEAC	Senior Enlisted Advisor to the CJCS	U.S.C.	United States Code
SECAF	Secretary of the Air Force	USCAAF	United States Court of Appeals of the Armed Forces
SECAR	Secretary of the Army	USCG	United States Coast Guard
SECDEF	Secretary of Defense	USD	Under Secretary of Defense
SECNAV	Secretary of the Navy	USD(C)	Under Secretary of Defense (Comptroller)
SES	senior executive service	USD(I)	Under Secretary of Defense for Intelligence
SES NC	SES non-career (political appointment)	USD(P)	Under Secretary of Defense for Policy
SIGAR	Special Inspector General for Afghanistan Reconstruction	USFF	U.S. Fleet Forces Command
SJTf	standing joint task force	USFJ	United States Forces Japan
SL	senior level (SES-equivalent)	USFK	United States Forces Korea
SLC	Secretary's Leadership Council	USG	U.S. Government
SMA	Sergeant Major of the Army	USHS(M)	Under Secretary of Homeland Security for Management
SMDc	U.S. Army Space and Missile Defense Command	USMA	U.S. Military Academy (Army)
SMMC	Sergeant Major of the Marine Corps	USNA	U.S. Naval Academy
SMP	Strategic Management Plan	UST(P)	Under Secretary of Transportation for Policy
SO	special operations	USTR	U.S. Trade Representative
SOC	special operations command (regional)	USUHS	Uniformed Services University of the Health Sciences
SOCAFRICA	SOC Africa	VA	Veterans Affairs
SOCCENT	SOC Central	VCJCS	Vice Chairman of the Joint Chiefs of Staff
SOCEUR	SOC Europe	VCNO	Vice Chief of Naval Operations
SOCKOR	SOC Korea	VCSA	Vice Chief of Staff of the Army
SOCNORTH	SOC, North	VCSAF	Vice Chief of Staff of the Air Force
SOCOM	Special Operations Command	VIOS	Visual Information Ordering Site
SOCPAC	SOC Pacific	VP	Vice President
SOC SOUTH	SOC South	VPOTUS	Vice President of the United States
		VRA	Vacancy Reform Act
		WH	White House
		WHLO	White House Liaison
		WHS	Washington Headquarters Services
		WSARA	Weapon Systems Acquisition Reform Act of 2009

Glossary

Key Terms.

- PAS:** Officials within the Department that are designated within statute with the following provision; “appointed from civilian life by the President, by and with the advice and consent of the Senate”; by convention the definition includes the three Departmental Inspectors General (although the appointment clause in the Inspector General Act of 1978, as amended, does not specifically require Inspectors General to be appointed “from civilian life”), but excludes military officers and the judges of the U.S. Court of Appeals for the Armed Forces. The acronym is derived from the term “Presidentially Appointed, Senate-confirmed”.
- PSA:** The Secretary of Defense exercises authority, direction, and control over the Department of Defense in part through the OSD Principal Staff Assistants (PSAs). The OSD PSAs are the CMO; Under Secretaries of Defense; GC DoD; IG DoD; and those ASDs, ATSDs, and OSD Directors, and equivalents, who report directly to the Secretary or Deputy Secretary of Defense. The PSAs have been delegated the authority to establish DoD policy including the authority to identify collateral responsibilities of other OSD and DoD Component heads (this authority is contingent upon such issuances being fully coordinated, in accordance with DoDI 5025.01, “DoD Issuances Program”).
- Under Secretary of Defense (USD):** The Under Secretary construct has been the senior direct reporting official to the Secretary and Deputy Secretary since 1977. In general, the authority of the Under Secretary can be described as a “broad authority for a broad subject area” (e.g., Personnel and Readiness).
- Assistant Secretary of Defense (ASD):** The Assistant Secretary is one of the oldest PAS official constructs in OSD (originally established in 1949). ASDs can be required by law (i.e., “designated”) or created at the discretion of the Secretary of Defense (i.e., “non-designated”); however, all ASDs are Senate-confirmed. In general, the authority of the ASD can be described as a “broad authority for a narrower subject area” (e.g., Health Affairs).
- Organization:** The way in which a group is arranged, formed, or created. Organization is the way a group is ordered or operated, in general, according to some principle or idea. In general, organization deals with the functional arrangement of the people within the group.
- Structure:** The characteristic pattern of relationships among people in an organization. Structure is an organization’s systematic and sometimes intangible notion covering the recognition, observation, nature, and stability of patterns and relationships of the entities. In general, structure relates to the relative equality or inequality of the people in the organization.
- Fourth Estate:** All elements of the Department of Defense that are outside of the Military Departments. The Fourth Estate includes OSD, OIG, the Joint Staff, the CCMDs, and the Defense Agencies and DoD Field Activities (DAFA). While the National Guard Bureau is a joint activity of the Department of Defense, it continues to be identified as part of the Departments of the Army and Air Force and therefore is not considered part of the Fourth Estate. There are currently conflicting definitions and application of the term “Fourth Estate” across the Department.
- Civilian Non-Intel Fourth Estate:** The portion of the Fourth Estate that excludes the Joint Staff, CCMDs, CJCS Controlled Activities (CCAs), and the Intel Agencies (NSA/CSS, NRO, NGA, and DIA). It includes OSD, the Office of the IG DoD, and other Defense-wide Organizational Elements (e.g., Defense Acquisition University (DAU) and Defense Microelectronics Activity (DMEA)). In cases where a more narrow scope is desired, it is recommended that a reference be made to OSD/DAFA or DAFA where it is intended to include all organizations established pursuant to section 191 of title 10,

Glossary

U.S.C. (i.e., when it includes the Intel Agencies) or non-Intel DAFA when it is desired to exclude the Intel Agencies.

Major DoD Headquarters Activities (MHA): Those resources (manpower and budget) that reside within the major headquarters of the Department as defined by section 346(b) of the FY16 NDAA. Note: the term “Management Headquarters” or MHQ has been used interchangeably to mean Major DoD Headquarters Activities (MHA); infrastructure activities (e.g., including ALL DoD-wide acquisition activities down to the tactical levels); organizational headquarters activities (e.g., Army battalion S-shops); and hybrid applications (e.g., traditional MHA plus ALL Defense Agencies and DoD Field Activities). To avoid ongoing ambiguous and imprecise usage, the term “major headquarters” should always be used instead of “management headquarters.” This change will be codified in the update of the DoD issuance on headquarters.

Order of Precedence (OoP): A sequential list of Department of Defense officials and positions conveying their positional stature relative to each other. The OoP is not necessarily an indication of functional importance. This list is used to determine precedence for official visit activities; assignment of government quarters; seating arrangements and similar requirements at official functions, aboard government aircraft, and other activities requiring precedence decisions; and for other administrative matters as prescribed in DoD issuances. Of note, the DoD Order of Precedence should not be confused with Executive Order 13533, “Providing an Order of Succession Within the Department of Defense” (or an amended version) which establishes the order of succession to the SD.

Executive Schedule (EX): The Executive Schedule is the basic pay schedule for positions that are largely Presidentially Appointed, Senate-confirmed (PAS) and classified above the Senior Executive Service (SES). It is divided into five pay levels, EX I being the highest and EX V being the lowest. The number for the higher pay level is reversed from that of the Senior Executive Service (where Tier 1 is the lowest). In the Department of Defense, there is only one EX I official: the Secretary of Defense. Generally speaking, EX II is the level for the Deputy Secretary and Secretaries of the Military Departments; EX III is the Under Secretary level; and EX IV is the Assistant Secretary level. The Department currently has no EX V PAS officials. Of note, the DoD Inspector Generals, while not on the EX schedule, are paid at EX III plus 3 percent.

Tier Structure for DoD SES: The Senior Executive Service (SES) is the basic pay schedule for positions above the General Schedule (GS) level (SES is somewhat similar to General or Flag Officers in the military). Within DoD, the SES uses a three-level tiering system, Tier 3 being the highest and Tier 1 being the lowest (opposite of the Executive Schedule levels), that groups positions with common characteristics. Tier levels delineate the importance of different positions by emphasizing impact on mission, level of complexity, span of control, inherent authority, scope and breath of responsibility, and influence in joint, national security matters. SES officials are additionally designated as career (competitively selected and appointed through an OPM-approved civil service process) or non-career (appointed based on political considerations).¹ Within OSD, Tier 3 SES officials are generally characterized as: (1) direct reports to the Secretary, Deputy Secretary, PSA, or PAS; (2) typically have subordinate SES positions report to them; (3) serve as the most senior level in the PSA office (at the top within each PSA office); and (4) represent top leadership (Secretary, Deputy Secretary, or PSA) at key interagency meetings on issues of departmental interest. In general, Principal Deputy Assistant Secretaries of Defense (PDASDs) are Tier 3, and Deputy Assistant Secretaries of Defense (DASDs) are Tier 2.

¹ SES officials can also be appointed as Limited Emergency or Limited Term (i.e., “Term SES”).



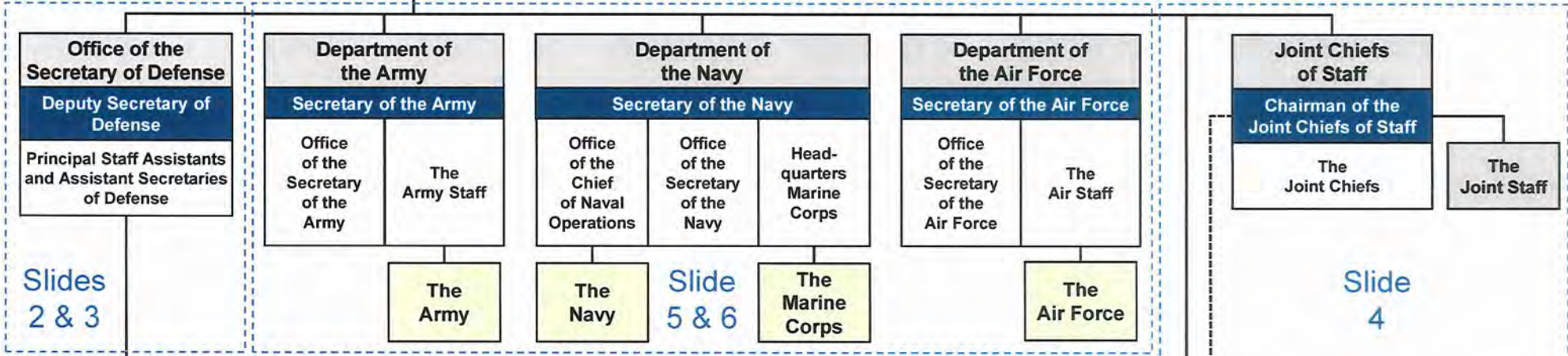
DoD Organizational Structure

Prepared by: Directorate for
Organizational Policy and
Decision Support,
OP&DS/OCMO/OSD

Department of Defense
Secretary of Defense

Office of the Inspector General
of the Department of Defense

The overall organization of DoD is
established in law in 10 U.S.C. §111
and in DoD Policy in DoDD 5100.01.



- Defense Agencies (19)**
- Defense Advanced Research Projects Agency
 - Defense Commissary Agency
 - Defense Contract Audit Agency
 - Defense Contract Management Agency *
 - Defense Finance and Accounting Service
 - Defense Health Agency *
 - Defense Information Systems Agency *
 - Defense Intelligence Agency *
 - Defense Legal Services Agency
 - Defense Logistics Agency *
 - Defense POW/MIA Accounting Agency
 - Defense Security Cooperation Agency
 - Defense Security Service
 - Defense Threat Reduction Agency *
 - Missile Defense Agency
 - National Geospatial-Intelligence Agency *
 - National Reconnaissance Office
 - National Security Agency/Central Security Service *
 - Pentagon Force Protection Agency

- DoD Field Activities (8)**
- Defense Media Activity
 - Defense Technical Information Center
 - Defense Technology Security Administration
 - DoD Education Activity
 - DoD Human Resources Activity
 - DoD Test Resource Management Center
 - Office of Economic Adjustment
 - Washington Headquarters Services

- Combatant Commands (10)**
- U.S. Africa Command
 - U.S. Central Command
 - U.S. Cyber Command
 - U.S. European Command
 - U.S. Indo-Pacific Command
 - U.S. Northern Command
 - U.S. Southern Command
 - U.S. Special Operations Command
 - U.S. Strategic Command
 - U.S. Transportation Command

Slides
7, 8, & 9

* Defense Agency identified as a Combat Support Agency (CSA) pursuant to 10 U.S.C. §193

Senior Leader | DoD Component | Military Service



OSD Senior Leadership



Patrick Shanahan
Secretary of Defense*
SD
(Acting)



David Norquist
Deputy Secretary of Defense
DSD
(Performing the Duties of)

* Pursuant to section 131 of title 10, U.S.C., the composition of the Office of the Secretary of Defense (OSD) does not include the Secretary of Defense. The Secretary of Defense is depicted as part of OSD for this graphic.

USD – Under Secretary of Defense
ASD – Assistant Secretary of Defense
ATSD – Assistant to the Secretary of Defense



Lisa Hershman
Chief Management Officer
CMO DoD
(Acting)

Research and Engineering



Michael Griffin
Under Secretary
USD(R&E)



Lisa Porter
Deputy USD
DUSD(R&E)



Acquisition and Sustainment

Ellen Lord
Under Secretary
USD(A&S)



Alan Shaffer
Deputy USD
DUSD(A&S)



John Rood
Under Secretary
USD(P)



David Trachtenberg
Deputy USD
DUSD(P)

Policy

Comptroller/Chief Financial Officer



David Norquist
Under Secretary
USD(C)



Elaine McCusker
Deputy USD
DUSD(C)

Personnel and Readiness



James Stewart
Under Secretary
USD(P&R)
(Performing the Duties of)



Anthony Kurta
Deputy USD
DUSD(P&R)
(Performing the Duties of)

Intelligence



Joseph Kernan
Under Secretary
USD(I)



Kari Bingen
Deputy USD
DUSD(I)



Paul Ney
General Counsel
GC DoD



Robert Daigle
Director of Cost Assessment & Program Evaluation
DCAPE



Glenn Fine
Inspector General
IG DoD
(Performing the Duties of)



Robert Behler
Director of Operational Test & Evaluation
DOT&E



Dana Deasy
Chief Information Officer
CIO DoD



Robert Hood
ASD
Legislative Affairs
ASD(LA)



Charles Summers
ATSD
Public Affairs
ATSD(PA)
(Acting)



Jim Baker
Director of Net Assessment
DNA

Assistant Secretaries of Defense (ASDs)*

Principal Staff Assistant



Robert Hood
ASD
Legislative Affairs
ASD(LA)**
(REQUIRED FUNCTION)

Policy (OUSD(P))



Randall Schriver
ASD
Asian & Pacific Security Affairs
ASD(APSA)



Kenneth Rapuano
ASD
Homeland Defense & Global Security
ASD(HD&GS)



Katie Wheelbarger
ASD
International Security Affairs
ASD(ISA)
(Acting)



Owen West
ASD
Special Operations & Low Intensity Conflict
ASD(SO/LIC)**
(REQUIRED FUNCTION)



James Anderson
ASD
Strategy, Plans & Capabilities
ASD(SPC)

Acquisition & Sustainment (OUSD(A&S))



Kevin Fahey
ASD
Acquisition
ASD(A)



Robert McMahon
ASD
Sustainment
ASD(S)



Guy Roberts
ASD
Nuclear, Chemical, & Biological Defense Programs
ASD(NCB)**
(REQUIRED FUNCTION)

Personnel & Readiness (OUSD(P&R))



Thomas McCaffery
ASD
Health Affairs
ASD(HA)
(Performing the Duties of)



James Stewart
ASD
Manpower & Reserve Affairs
ASD(M&RA)



Veronica Daigle
ASD
Readiness
ASD(R)
(Official Currently Performing the Duties of)

* The Department is authorized 13 ASD positions; one is currently unassigned.
** The designated (i.e., "required") ASDs are: ASD(LA), ASD(NCB), and ASD(SO/LIC).

JCS, CCDRs, and Joint Staff Directors



Gen Joseph Dunford
Chairman of the Joint Chiefs of Staff
CJCS



Gen Paul Selva
Vice Chairman of the Joint Chiefs of Staff
VCJCS



GEN Mark Milley
Chief of Staff of the Army
CSA



ADM John Richardson
Chief of Naval Operations
CNO



Gen Robert Neller
Commandant of the Marine Corps
CMC



Gen David Goldfein
Chief of Staff of the Air Force
CSAF



Gen Joseph Lengyel
Chief, National Guard Bureau
CNGB



Gen Thomas Waldhauser
Commander USAFRICOM (Africa)



GEN Joseph Votel
Commander USCENTCOM (Central Asia)



GEN Paul Nakasone
Commander USCYBERCOM (Cyber)



GEN Curtis Scaparrotti
Commander USEUCOM (Europe)



ADM Phil Davidson
Commander USINDOPACOM (Indo-Pacific)



Gen Terrence O'Shaughnessy
Commander USNORTHCOM (North America)



ADM Craig Faller
Commander USSOUTHCOM (South America)



GEN Raymond Thomas
Commander USSOCOM (Special Operations)



Gen John Hyten
Commander USSTRATCOM (Strategic)



GEN Stephen Lyons
Commander USTRANSCOM (Transportation)



LtGen Kenneth McKenzie
Director Joint Staff (DJS)



Maj Gen Glen VanHerck
Director of Management (DoM)



RDML Sara Joyner
Director Manpower & Personnel (J1)



MajGen Michael Groen
Director Intelligence (J2)



VADM Michael Gilday
Director Operations (J3)



Lt Gen Giovanni Tuck
Director Logistics (J4)



Lt Gen David Allvin
Director Strategic Plans & Policy (J5)



Lt Gen Bradford Shwedo
Director C4/Cyber (J6)



LtGen Daniel O'Donohue
Director Joint Force Development (J7)



LTG Anthony Ierardi
Director Force Structure, Resources, & Assessment (J8)

Military Departments Senior Leadership



Mark Esper
Secretary
of the Army



GEN Mark Milley
Chief of Staff
of the Army (CSA)



Ryan McCarthy
Under Secretary
of the Army



GEN James McConville
Vice Chief of Staff
of the Army (VCSA)



Casey Wardynski
Assistant Secretary
Manpower &
Reserve Affairs
ASA(M&RA)



Bruce Jette
Assistant Secretary
Acquisition, Technology,
& Logistics
ASA(ATL)



John Whitley
Assistant Secretary
Financial Management
ASA(FM&C)



R.D. James
Assistant Secretary
Civil Works
ASA(CW)



Alex Beehler
Assistant Secretary
Installations, Energy,
& Environment
ASA(IE&E)



James McPherson
General Counsel
GC (Army)



Richard Spencer
Secretary
of the Navy



ADM John Richardson
Chief of Naval
Operations (CNO)



Gen Robert Neller
Commandant
of the Marine Corps (CMC)



Thomas Modly
Under Secretary
of the Navy



ADM Bill Moran
Vice Chief of Naval
Operations (VCNO)



Gen Gary Thomas
Assistant Commandant
of the Marine Corps (ACMC)



Gregory Slavonic
Assistant Secretary
Manpower &
Reserve Affairs
ASN(M&RA)



James Geurts
Assistant Secretary
Research, Development,
& Acquisition
ASN(RD&A)



Thomas Harker
Assistant Secretary
Financial Management
ASN(FM&C)



Phyllis Bayer
Assistant Secretary
Energy, Installations,
& Environment
ASN(EI&E)



Anne Brennan
General Counsel
GC (Navy) (Acting)



Heather Wilson
Secretary
of the Air Force



Matt Donovan
Under Secretary
of the Air Force



Gen David Goldfein
Chief of Staff
of the Air Force (CSAF)



Gen Stephen Wilson
Vice Chief of Staff
of the Air Force (VCSAF)



Shon Manasco
Assistant Secretary
Manpower &
Reserve Affairs
ASAF(M&RA)



William Roper
Assistant Secretary
Acquisition
ASAF(A)



John Roth
Assistant Secretary
Financial Management
ASAF(FM&C)



John Henderson
Assistant Secretary
Installations, Environment,
& Energy
ASAF(IE&E)



Thomas Ayers
General Counsel
GC (Air Force)

Service/Subordinate/International 4-star Commands

Army Commands



Pending Appointment
CG, U.S. Army Forces Command
(FORSCOM)



GEN Stephen Townsend
CG, U.S. Army Training and
Doctrine Command (TRADOC)



GEN John Murray
CG, U.S. Army Futures Command
(AFC)



GEN Gustave Perna
CG, U.S. Army Materiel Command
(AMC)



GEN Robert Brown
CG, U.S. Army Pacific
(USARPAC)

Navy Commands



ADM Christopher Grady
CDR, U.S. Fleet Forces Command
(USFLTFORCOM/CFCC)



ADM John Aquilino
CDR, U.S. Pacific Fleet
(USPACFLT/CPF)



ADM James Foggo
CDR, U.S. Naval Forces Europe
(NAVEUR)



ADM James Caldwell
Director, Naval Nuclear
Propulsion Program (NNPP)

Air Force Commands



Gen James Holmes
CDR, Air Combat Command
(ACC)



Gen Timothy Ray
CDR, Air Force Global Strike
Command (AFGSC)



Pending Appointment
CDR, Air Force Materiel
Command (AFMC)



Gen John Raymond
CDR, Air Force Space Command
(AFSPC)



Gen Maryanne Miller
CDR, Air Mobility Command
(AMC)



Gen Tod Wolters
CDR, U.S. Air Forces in Europe
(USAFE)



Gen Charles Brown
CDR, Pacific Air Forces
(PACAF)

Subordinate Unified Commands



GEN Robert Abrams
CDR, U.S. Forces Korea
(USFK)

International Commands



GEN Austin Miller
CDR, U.S. Forces – Afghanistan
(USFOR-A)

Defense Agencies & DoD Field Activities

Defense Agencies



Steven Walker
Director
Defense Advanced
Research Projects Agency
DARPA



Robert Bianchi
Special Assistant
Defense Commissary
Agency
DeCA



Anita Bales
Director
Defense Contract
Audit Agency
DCAA



VADM David Lewis
Director
Defense Contract
Management Agency
DCMA



Teresa McKay
Director
Defense Finance &
Accounting Service
DFAS



VADM Raquel Bono
Director
Defense Health
Agency
DHA



VADM Nancy Norton
Director
Defense Information
Systems Agency
DISA



LTG Robert Ashley
Director
Defense Intelligence
Agency
DIA



Paul Ney
Director
Defense Legal
Services Agency
DLSA



LTG Darrell Williams
Director
Defense Logistics
Agency
DLA



Kelly McKeague
Director
Defense POW/MIA
Accounting Agency
DPAA



LTG Charles Hooper
Director
Defense Security
Cooperation Agency
DSCA



Dan Payne
Director
Defense Security
Service
DSS



Vayl Oxford
Director
Defense Threat
Reduction Agency
DTRA



Lt Gen Samuel Greaves
Director
Missile Defense
Agency
MDA



VADM Robert Sharp
Director
National Geospatial-
Intelligence Agency
NGA



Betty Sapp
Director
National
Reconnaissance Office
NRO



GEN Paul Nakasone
Director
National Security Agency/
Central Security Service
NSA/CSS

DoD Field Activities



COL Paul Haverstick
Director
Defense Media
Activity
DMA
(Acting)



Christopher Thomas
Administrator
Defense Technical
Information Center
DTIC



Heidi Grant
Director
Defense Technology
Security Administration
DTSA



Thomas Brady
Director
DoD Education
Activity
DoDEA



William Booth
Director
DoD Human
Resources Activity
DoDHRA



James Faist
Director
DoD Test Resource
Management Center
TRMC



Patrick O'Brien
Director
Office of Economic
Adjustment
OEA



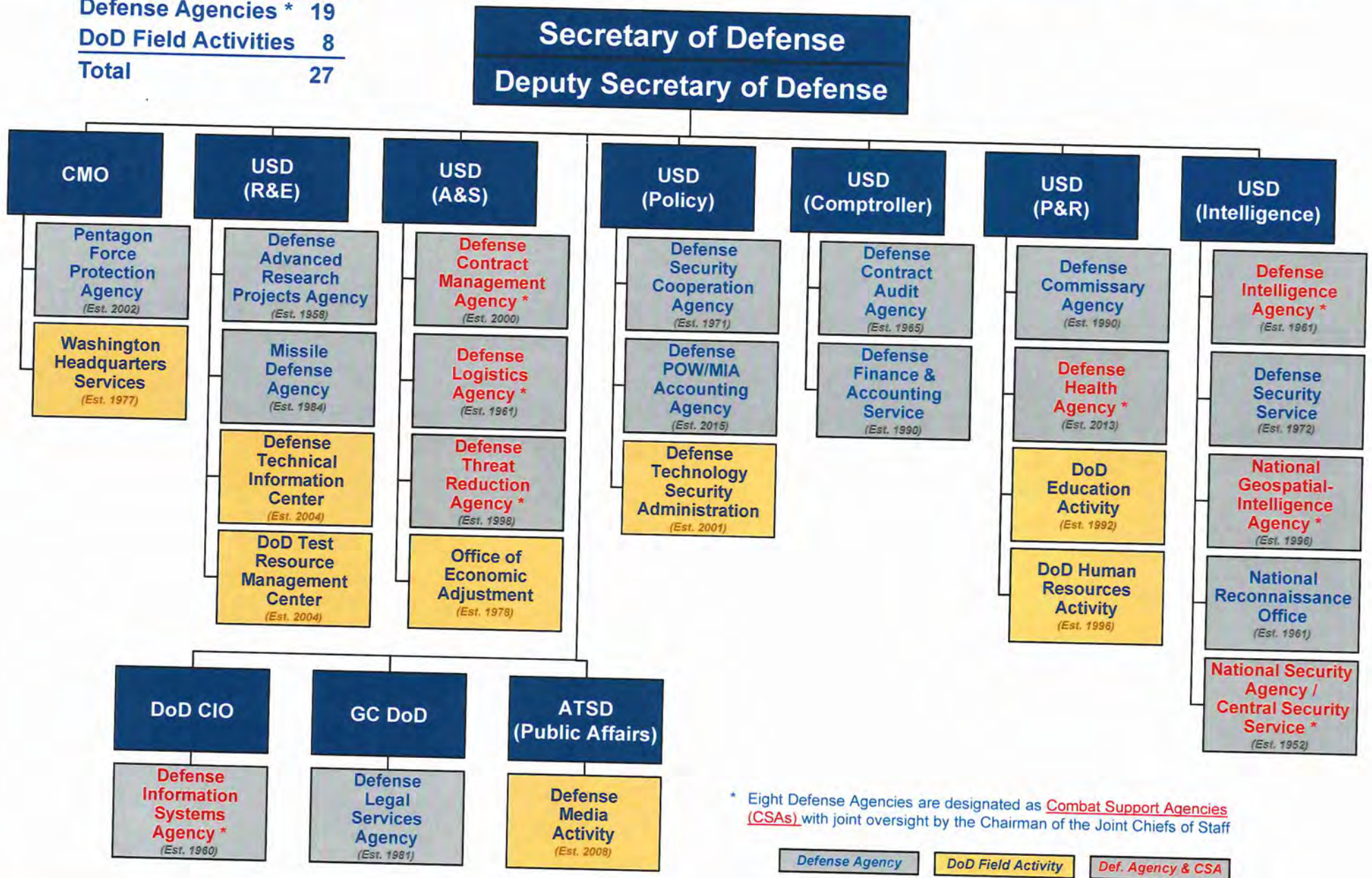
Sajeel Ahmed
Director
Washington
Headquarters Services
WHS
(Acting)



Jonathan Cofer
Director
Pentagon Force
Protection Agency
PFPA

OSD Oversight of Defense Agencies/DoD Field Activities

Defense Agencies *	19
DoD Field Activities	8
Total	27



* Eight Defense Agencies are designated as Combat Support Agencies (CSAs) with joint oversight by the Chairman of the Joint Chiefs of Staff

OSD Oversight of Defense Agencies/DoD Field Activities

USD(R&E)



Steven Walker
DARPA



Lt Gen Samuel Greaves
MDA



VADM David Lewis
DCMA



LTG Darrell Williams
DLA

USD(A&S)

USD(P)



LTG Charles Hooper
DSCA

USD(C)



Anita Bales
DCAA

USD(P&R)



Robert Bianchi
DeCA



VADM Raquel Bono
DHA

USD(I)



LTG Robert Ashley
DIA



Christopher Thomas
DTIC



James Faist
TRMC



Vayl Oxford
DTRA



Patrick O'Brien
OEA



Kelly McKeague
DPAA



Teresa McKay
DFAS



Thomas Brady
DoDEA



William Booth
DoDHRA



Dan Payne
DSS

CMO



Sajeel Ahmed
WHS (Acting)



Jonathan Cofer
PFPA



Heidi Grant
DTSA

* Eight Defense Agencies are designated as Combat Support Agencies (CSAs) with joint oversight by the Chairman of the Joint Chiefs of Staff



VADM Robert Sharp
NGA

DoD CIO



VADM Nancy Norton
DISA

GC DoD



Paul Ney
DLSA

ATSD(PA)



COL Paul Haverstick
DMA (Acting)



Betty Sapp
NRO



GEN Paul Nakasone
NSA/CSS



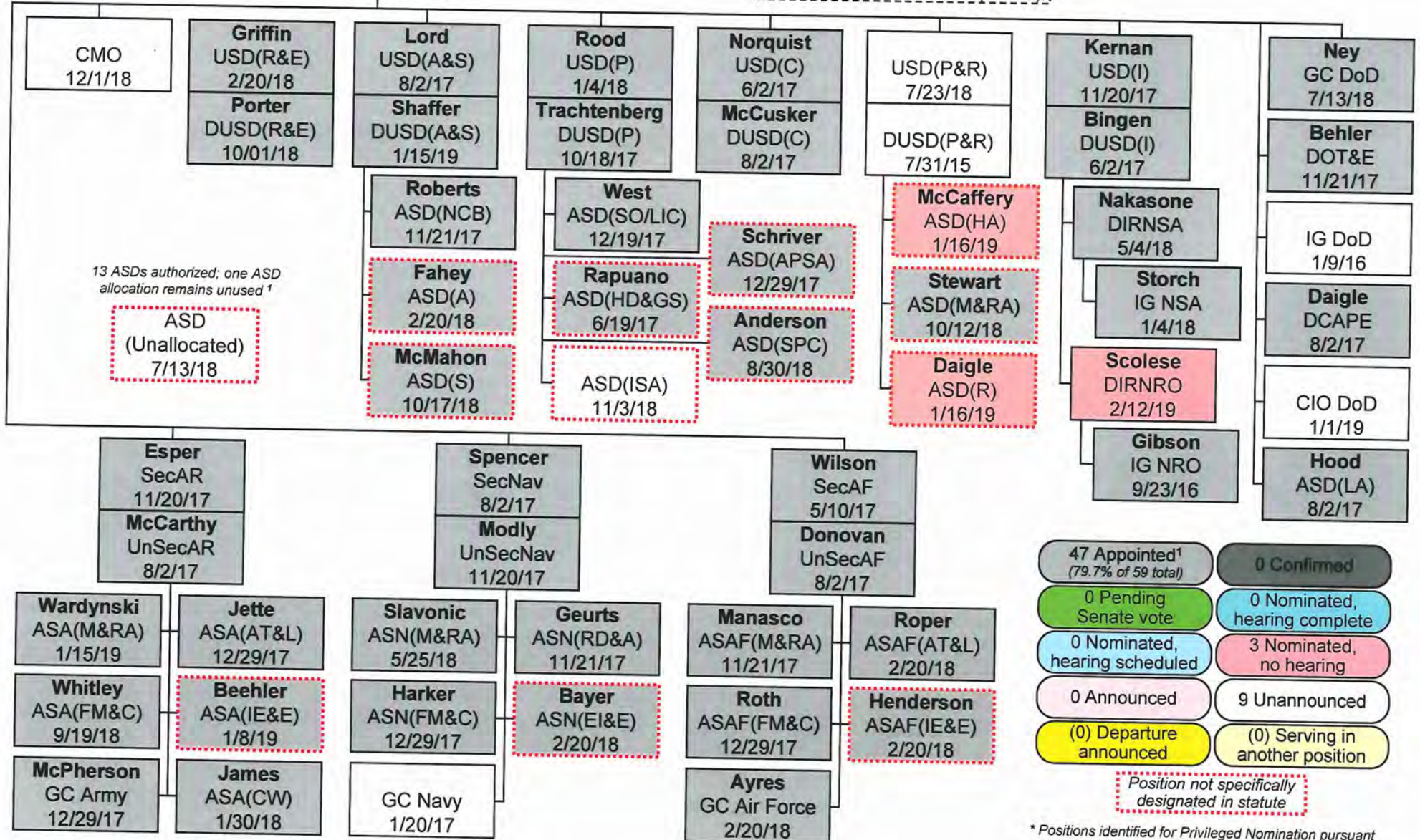
PAS Appointment Status

As of: February 19, 2019

Prepared by
OP&DSD

SD
1/1/19
Shanahan
DSD
7/18/17

Total PAS in DoD is 59
(including the unallocated ASD position)



47 Appointed ¹ (79.7% of 59 total)	0 Confirmed
0 Pending Senate vote	0 Nominated, hearing complete
0 Nominated, hearing scheduled	3 Nominated, no hearing
0 Announced	9 Unannounced
(0) Departure announced	(0) Serving in another position

Position not specifically designated in statute

¹ Does not include ASD(EI&E) Niemeyer; no action has been taken on this incumbent

* Positions identified for Privileged Nomination pursuant to S.Res. 116, 112th Congress, and do not need a hearing, are the USD(C), ASD(LA), and MilDep FM&Cs
Note: Positions generally referred to multiple committees are the IGs, ASA(CW), and IC nominees



DoD General and Admiral Positions

As of: March 1, 2019

Joint Chiefs of Staff *

Milley
(USA)
CJCS
12/8/18

Selva
(USAF)
VCJCS
8/1/17***

Milley
CSA
8/14/15

Richardson
CNO
9/18/15

Neller
CMC
9/24/15

Goldfein
CSAF
7/1/16

Lengyel
(USAF)
CNGB**
8/4/16

McConville
VCSA
6/16/17

Moran
VCNO
5/31/16

Thomas
ACMC
10/4/18

Wilson
VCSAF
7/1/16

- 37 Assumed command****
- 3 Confirmed
- 0 Pending Senate vote
- 1 Nominated, in committee
- 1 Announced
- 2 Vacant*****

Combatant Commands

Townsend
(USA)
AFRICOM
7/18/16

McKenzie
(USN)
CENTCOM
12/22/18

Scaparrotti
(USA)
EUCOM
5/4/16

O'Shaughnessy
(USAF)
NORTHCOM
5/24/18

Davidson
(USN)
PACOM
5/31/18

Faller
(USN)
SOUTHCOM
11/26/18

Nakasone
(USA)
CYBERCOM
5/4/18

Clarke
(USN)
SOCOM
12/22/18

Hyten
(USAF)
STRATCOM
11/3/16

Lyons
(USA)
TRANSCOM
8/24/18

Army Commands

Garrett
FORSCOM
2/28/19*****

Townsend
TRADOC
3/2/18

Perna
AMC
9/30/16

Murray
AFC
8/24/18

Brown
ARPAC
4/30/16

Navy Commands

Grady
FLTFOR
5/4/18

Acquilino
PACFLT
5/17/18

Foggo
NAVEUR
10/20/17

Caldwell
NNPP
8/14/15

Air Force Commands

Holmes
ACC
3/7/17

Ray
AFGSC
8/21/18

AFMC
9/18/18

Wolters
USAFE
8/11/16

Raymond
AFSPC
10/19/16

Miller
AMC
9/3/18

Brown
PACAF
7/26/18

Subordinate Unified & International Commands

Abrams
(USA)
USFK
11/08/18

Miller
(USA)
USFOR-A
9/2/18

* Pursuant to section 151 of title 10, U.S.C., the composition of the JCS includes the CJCS, VCJCS, CSA, CNO, CSAF, CMC, and CNGB. The Vice Chiefs and ACMC are depicted as part of the JCS for this graphic.

** The CNGB position does not count in the total Active Duty endstrength

*** Second appointment date

**** Includes SOCOM Thomas, CENTCOM Votel, CJCS Dunford, AFRICOM Waldhauser

***** FORSCOM is currently vacant












	JCS	CC	SVC	S/I	Total
Army	2	5	5	2	14
Navy	2	2	4	0	8
AF	2+2	2	7	0	13
USMC	2+1	1	0	0	4
	11	10	16	2	39

Rank Insignia of the United States Armed Forces










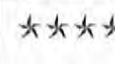

OFFICERS

O-1 O-2 O-3 O-4 O-5 O-6 O-7 O-8 O-9 O-10 Special










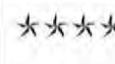
AIR FORCE

										
Second Lieutenant (2d Lt)	First Lieutenant (1st Lt)	Captain (Capt)	Major (Maj)	Lieutenant Colonel (Lt Col)	Colonel (Col)	Brigadier General (Brig Gen)	Major General (Maj Gen)	Lieutenant General (Lt Gen)	General (Gen)	General of the Air Force (GAF)










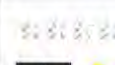

ARMY

										
Second Lieutenant (2LT)	First Lieutenant (1LT)	Captain (CPT)	Major (MAJ)	Lieutenant Colonel (LTC)	Colonel (COL)	Brigadier General (BG)	Major General (MG)	Lieutenant General (LTG)	General (GEN)	General of the Army (GA)




MARINES

										
Second Lieutenant (2ndLt)	First Lieutenant (1stLt)	Captain (Capt)	Major (Maj)	Lieutenant Colonel (LtCol)	Colonel (Col)	Brigadier General (BGen)	Major General (MajGen)	Lieutenant General (LtGen)	General (Gen)	

NAVY











										
Ensign (ENS)	Lieutenant Junior Grade (LTJG)	Lieutenant (LT)	Lieutenant Commander (LCDR)	Commander (CDR)	Captain (CAPT)	Rear Admiral Lower Half (RDML)	Rear Admiral Upper Half (RADM)	Vice Admiral (VADM)	Admiral (ADM)	Fleet Admiral (FADM)

COAST GUARD

										
Ensign (ENS)	Lieutenant Junior Grade (LTJG)	Lieutenant (LT)	Lieutenant Commander (LCDR)	Commander (CDR)	Captain (CAPT)	Rear Admiral Lower Half (RDML)	Rear Admiral Upper Half (RADM)	Vice Admiral (VADM)	Admiral (ADM)	Fleet Admiral (FADM)

WARRANT OFFICERS

ARMY					MARINES				
									
Warrant Officer (WO1)	Chief Warrant Officer (CW2)	Chief Warrant Officer (CW3)	Chief Warrant Officer (CW4)	Chief Warrant Officer (CW5)	Warrant Officer (WO)	Chief Warrant Officer (CWO2)	Chief Warrant Officer (CWO3)	Chief Warrant Officer (CWO4)	Chief Warrant Officer (CWO5)

NAVY					COAST GUARD				
									
The grade of Warrant Officer (WO) is no longer in use.	Chief Warrant Officer (CWO-2)	Chief Warrant Officer (CWO-3)	Chief Warrant Officer (CWO-4)	Chief Warrant Officer (CWO-5)	The grade of Warrant Officer (WO) is no longer in use.	Chief Warrant Officer (CWO-2)	Chief Warrant Officer (CWO-3)	Chief Warrant Officer (CWO-4)	The grade of chief Warrant Officer (CWO-5) is no longer in use.

Rank Insignia of the United States Armed Forces

ENLISTED

E-1	E-2	E-3	E-4	E-5	E-6	E-7	E-8	E-9	SEA
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AIR FORCE

No Insignia													
Airman Basic (AB)	Airman (Amn)	Airman First Class (A1C)	Senior Airman (SrA)	Staff Sergeant (SSgt)	Technical Sergeant (TSgt)	Master Sergeant (MSgt)	First Sergeant (FS)	Senior Master Sergeant (SMSgt)	First Sergeant (FS)	Chief Master Sergeant (CMSgt)	First Sergeant (FS)	Command Chief Master Sergeant (CCM)	Chief Master Sergeant of the Air Force

ARMY

No Insignia											
Private E-1 (PV1)	Private E-2 (PV2)	Private First Class (PFC)	Corporal (CPL)	Sergeant (SGT)	Staff Sergeant (SSG)	Sergeant First Class (SFC)	Master Sergeant (MSG)	First Sergeant (1SG)	Sergeant Major (SGM)	Command Sergeant Major (CSM)	Sergeant Major of the Army (SMA)
			 Specialist								

MARINES

No Insignia												
Private (Pvt)	Private First Class (PFC)	Lance Corporal (LCpl)	Corporal (Cpl)	Sergeant (Sgt)	Staff Sergeant (SSgt)	Gunnery Sergeant (GySgt)	Master Sergeant (MSgt)	First Sergeant (1stSgt)	Master Gunnery Sergeant (MGySgt)	Sergeant Major (SgtMaj)	Sergeant Major of the Marine Corps (SgtMajMC)	

NAVY

No Insignia												
Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SA)	Petty Officer 3rd Class (PO3)	Petty Officer 2nd Class (PO2)	Petty Officer 1st Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (CPO)	Master Chief Petty Officer (MCPO)	Force Command Master Chief Petty Officer (FORMC)	Fleet Command Chief Petty Officer (FLTMC)	Master Chief Petty Officer of the Navy (MCPON)	

COAST GUARD

Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SA)	Petty Officer 3rd Class (PO3)	Petty Officer 2nd Class (PO2)	Petty Officer 1st Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (CPO)	Master chief Petty Officer (MCPO)	Command Master Chief (CMC)	Master Chief Petty Officer of the Coast Guard (MCPON)



US



SD



DSD



CJCS



USD



SO*



VCJCS



DUSD



ASD



SEAC



DoD SES



USA



SA



CSA



USA



VCSA



ASA



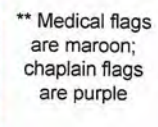
USA Generals**



SMA



Army SES



** Medical flags are maroon; chaplain flags are purple



USMC



DON



SN



CMC



USN



ACMC



ASN



USMC Generals



USN



CNO



VCNO



ASN



USN Admirals***

No flag for SMMC and MCPON



Navy/MC SES

*** Restricted Line Officer flags are white with blue stars



USAF



SAF



CSAF



USAF



VCSAF



ASAF



USAF Generals



CMSAF



Air Force SES



CNGB



VCNGB



NGB Generals

Positional and Rank Flags (Not true to exact colors)

*Specified Officials (PAS) include the CMO DoD, IG DoD, GC DoD, DOT&E, DCAPE