



# DEPARTMENT OF DEFENSE KEY OFFICIALS

SEPTEMBER 1947–DECEMBER 2019



HISTORICAL OFFICE  
OFFICE OF THE SECRETARY OF DEFENSE



# INTRODUCTORY NOTE

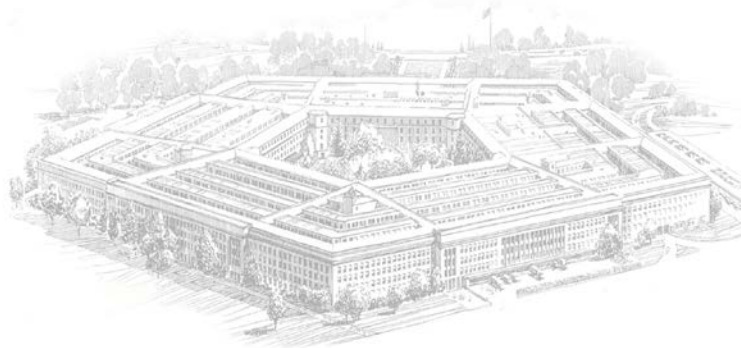
This compilation, prepared by the Historical Office of the Office of the Secretary of Defense (OSD), presents information about the Department of Defense (DoD) organization and its key officials since its establishment in 1947.

The scope of the work is a Department-wide listing of senior officials, but it does not purport to be comprehensive. “Key Officials” is not official terminology, nor is this a top-down listing of officials in order of precedence or reporting authority. It lists both presidentially-appointed, Senate-confirmed (PAS) as well as non-PAS officials. It includes civilian officials in the Office of the Secretary of Defense and the military departments as well as the top leadership of the Joint Chiefs of Staff (JCS), the Combatant Commands, and certain DoD field activities and Defense agencies.

This compilation includes titles of some official positions that have been superseded by new titles or organizational changes. The text indicates all instances where this has occurred. Where an official position has a direct lineal predecessor with a similar scope of functions, the prior position is either included with the current position or the text indicates where the prior position can be found elsewhere in the publication.

In most entries, the effective date of incumbency is either the swearing-in date or initial appointment date. Officials assume office after being appointed to the positions, usually followed by a ceremonial swearing in days or weeks later. Dates of DoD directives establishing the responsibilities of positions and prescribing functions may appear months or sometimes years later. Human resources personnel records, especially for the first several decades of the Department, are imperfect. Offices are often without a permanent appointee for periods ranging from days to years. During many of these periods, there are officials in an “acting” or a “performing the duties of” capacity. In other instances, there is no indication of an acting official, and a time gap is evident. Since the enactment of the Federal Vacancies Act of 1998, as amended, designation of acting officials and the statutory limitations on how long they are authorized to use the designation of “acting” is more closely managed.

This edition corrects errors that appeared in the 2004 edition and brings the information up to date (as of December 2019). Please call any errors that appear in this publication to the attention of the Office of the Secretary of Defense Historical Office. Updates to this compilation are available at [history.defense.gov](https://history.defense.gov).







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U.S. Pacific Command (Camp H. M. Smith, HI)	
U.S. Southern Command (Miami, FL)	
U.S. Special Operations Command (MacDill AFB, Tampa, FL)	
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U.S. Atlantic Command: Redesignated U.S. Joint Forces Command 1 October 1999	
U.S. Continental Air Defense Command: Disestablished 30 June 1975	
U.S. Far East Command: Disestablished 1 July 1957	
U.S. Joint Forces Command: Disestablished 4 August 2011	
U.S. Forces Command: Terminated as a Specified Command 1 October 1993; became an Army Command	
U.S. Military Airlift Command: Terminated as a Specified Command 1 October 1988	
U.S. Naval Forces, Eastern Atlantic and Mediterranean: Disestablished 1 December 1963	
U.S. Northeast Command: Disestablished 1 September 1956	
U.S. Readiness Command: Disestablished 30 September 1987	
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10. Defense Logistics Agency
11. Defense POW/MIA Accounting Agency
12. Defense Security Cooperation Agency
13. Defense Security Service
14. Defense Threat Reduction Agency
15. Missile Defense Agency
16. National Geospatial-Intelligence Agency
17. National Reconnaissance Office
18. National Security Agency/Central Security Service
19. Pentagon Force Protection Agency

B. Disestablished Defense Agencies

1. Ballistic Missile Defense Organization
2. Central Imagery Office
3. Defense Audiovisual Agency
4. Defense Audit Service
5. Defense Business Transformation Agency
6. Defense Civil Preparedness Agency
7. Defense Communications Agency
8. Defense Investigative Service
9. Defense Mapping Agency
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- F. Department of Defense Test Resource Management Center
- G. Office of Economic Adjustment
- H. Washington Headquarters Services



# I. CURRENT DEPARTMENT OF DEFENSE KEY OFFICIALS

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*(not in order of succession or order of precedence)*

Secretary of Defense ..... Mark T. Esper

Deputy Secretary of Defense ..... David L. Norquist

Chief Management Officer ..... Lisa W. Hershman (Performing the Duties Of)

Secretary of the Army ..... Ryan McCarthy

Secretary of the Navy ..... Thomas B. Modly (Acting)

Secretary of the Air Force ..... Barbara M. Barrett

Chairman of the Joint Chiefs of Staff ..... General Mark A. Milley, USA

Under Secretary of Defense for Acquisition and Sustainment ..... Ellen M. Lord

Deputy Under Secretary of Defense for Acquisition and Sustainment ..... Alan R. Shaffer

Assistant Secretary of Defense for Acquisition ..... Kevin M. Fahey

Assistant Secretary of Defense for  
Energy, Installations, and Environment ..... Lucian L. Niemeyer

Assistant Secretary of Defense for  
Sustainment ..... Peter Potochney (Acting)

Assistant Secretary of Defense for  
Nuclear, Chemical, and Biological  
Defense Programs ..... Alan R. Shaffer (Acting)

Under Secretary of Defense for Research and Engineering ..... Michael D. Griffin

Deputy Under Secretary of Defense for Research and Engineering ..... Lisa J. Porter

Under Secretary of Defense for Policy ..... John C. Rood

Deputy Under Secretary of Defense for Policy ..... James H. Anderson (Performing the Duties Of)

Assistant Secretary of Defense for  
Asian and Pacific Security Affairs ..... Randall G. Schriver

Assistant Secretary of Defense for  
Homeland Defense and Global Security ..... Kenneth P. Rapuano

Assistant Secretary of Defense for  
International Security Affairs ..... Kathryn Wheelbarger (Acting)

Assistant Secretary of Defense for  
Special Operations and Low-Intensity Conflict ..... Thomas Alexander (Acting)

Assistant Secretary of Defense  
for Strategy, Plans, and Capabilities ..... James H. Anderson

Under Secretary of Defense (Comptroller)/  
Chief Financial Officer, Department of Defense . . . . . Elaine A. McCusker (Acting)

Deputy Under Secretary of Defense (Comptroller) . . . . . Elaine A. McCusker

Under Secretary of Defense  
for Personnel and Readiness . . . . . James Stewart (Performing the Duties Of)

Deputy Under Secretary of Defense  
for Personnel and Readiness . . . . . William G. Bushman (Performing the Duties Of)

Assistant Secretary of Defense for Readiness . . . . . Veronica B. Daigle

Assistant Secretary of Defense for Health Affairs . . . . . Thomas McCaffery

Assistant Secretary of Defense  
for Manpower and Reserve Affairs . . . . . James Stewart

Under Secretary of Defense for Intelligence . . . . . Joseph D. Kernan

Deputy Under Secretary of Defense for Intelligence . . . . . Kari A. Bingen

Director of Cost Assessment and Program Evaluation . . . . . John E. Whitley

Director of Operational Test and Evaluation . . . . . Robert F. Behler

General Counsel of the Department of Defense . . . . . Paul C. Ney

Inspector General of the Department of Defense . . . . . Glenn A. Fine (Performing the Duties Of)

Assistant Secretary of Defense for Legislative Affairs . . . . . Robert R. Hood

Assistant to the Secretary of Defense for Public Affairs . . . . . Jonathan Hoffman

Chief Information Officer of the Department of Defense . . . . . Dana Deasy

Director, Net Assessment . . . . . James H. Baker

## II. SECRETARIES OF DEFENSE

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JAMES V. FORRESTAL . . . . . 17 SEPTEMBER 1947–28 MARCH 1949

- Born 15 February 1892; died 22 May 1949
- Served in U.S. Navy during World War I
- Dillon, Read, and Company, 1916–1940
- Under Secretary of the Navy, 1940–1944
- Secretary of the Navy, 1944–1947

LOUIS A. JOHNSON . . . . . 28 MARCH 1949–19 SEPTEMBER 1950

- Born 10 January 1891; died 24 April 1966
- Served in U.S. Army in France during World War I
- Practicing lawyer
- Helped found American Legion (National Commander, 1932–1933)
- Assistant Secretary of War, June 1937–July 1940

GEORGE C. MARSHALL . . . . . 21 SEPTEMBER 1950–12 SEPTEMBER 1951

- Born 31 December 1880; died 16 October 1959
- Commissioned in U.S. Army in 1902
- Became U.S. Army Chief of Staff in September 1939, serving throughout World War II until November 1945
- Secretary of State, 1947–1949
- President of American Red Cross, 1949–1950
- Appointment as Secretary of Defense required a special congressional waiver because the National Security Act prohibited a military officer from serving as Secretary if he had been on Active duty within the previous 10 years.

ROBERT A. LOVETT . . . . . 17 SEPTEMBER 1951–20 JANUARY 1953

- Born 14 September 1895; died 7 May 1986
- Served in U.S. Navy as a pilot in World War I
- Brown Brothers Harriman and Company, 1926–1940; 1946–1947; 1949–1950
- Special Assistant to the Secretary of War beginning in December 1940; Assistant Secretary of War for Air, April 1941–December 1945
- Under Secretary of State, 1947–1949
- Deputy Secretary of Defense, 4 October 1950–16 September 1951

CHARLES E. WILSON . . . . . 28 JANUARY 1953–8 OCTOBER 1957

- Born 18 July 1890; died 26 September 1961
- Westinghouse Electric Company, 1909–1919
- General Motors Corporation, 1919–1952 (president, 1941–1952)

NEIL H. McELROY . . . . . 9 OCTOBER 1957–1 DECEMBER 1959

- Born 30 October 1904; died 30 November 1972
- Procter and Gamble, 1925–1957 (president, 1948–1957)

THOMAS S. GATES JR. . . . . 2 DECEMBER 1959–20 JANUARY 1961

- Born 10 April 1906; died 25 March 1983
- Served in U.S. Navy during World War II
- Drexel and Company, 1928–1953
- Under Secretary of the Navy, 1953–1957
- Secretary of the Navy, 1957–1959
- Deputy Secretary of Defense, 8 June 1959–1 December 1959



- ROBERT S. McNAMARA . . . 21 JANUARY 1961–29 FEBRUARY 1968
- Born 9 June 1916; died 6 July 2009
  - Served in U.S. Army Air Forces, 1943–1946
  - With Ford Motor Company, including as president and director, 1946–1961
  - President of the World Bank, 1968–1981
- CLARK M. CLIFFORD . . . . 1 MARCH 1968–20 JANUARY 1969
- Born 25 December 1906; died 10 October 1998
  - Served in U.S. Navy during World War II; naval aide to the President, 1944–1946
  - Special counsel to the President, 1946–1950
  - Practicing lawyer, 1950–1968
- MELVIN R. LAIRD . . . . . 22 JANUARY 1969–29 JANUARY 1973
- Born 1 September 1922; died 16 November 2016
  - Served in U.S. Navy, 1942–1946
  - Member of U.S. House of Representatives from Wisconsin, 1953–1969
- ELLIOT L. RICHARDSON . . 30 JANUARY 1973–24 MAY 1973
- Born 20 July 1920; died 31 December 1999
  - Served in U.S. Army, 1942–1945
  - Assistant Secretary of Health, Education, and Welfare (HEW), 1957–1959
  - Lieutenant Governor of Massachusetts, 1965–1967
  - Under Secretary of State, 1969–1970
  - Secretary of HEW, 1970–1973
  - U.S. Attorney General, 1973–1973
- JAMES R. SCHLESINGER . . 2 JULY 1973–19 NOVEMBER 1975
- Born 15 February 1929; died 27 March 2014
  - RAND Corporation, 1963–1967
  - Assistant Director of the Bureau of the Budget, 1969
  - Assistant Director of the Office of Management and Budget, 1970–1971
  - Chairman of the Atomic Energy Commission, 1971–1973
  - Director of Central Intelligence, 1973
  - First Secretary of the new Department of Energy, 1977–1979
- DONALD H. RUMSFELD . . . 20 NOVEMBER 1975–20 JANUARY 1977
- Born 9 July 1932
  - Served in U.S. Navy as a pilot in the 1950s
  - Member of Congress from Illinois, 1963–1969
  - Assistant and counselor to President Richard Nixon, 1969
  - Director of the Office of Economic Opportunity and Director of the Cost of Living Council
  - U.S. Ambassador to NATO, 1973–1974
  - Assistant to President Gerald Ford serving as Director of the White House Office of Operations, 1974–1975
  - Chief executive officer of G.D. Searle and Company, 1977–1985
  - In private business, 1985–1990
  - Chairman and chief executive officer, General Instrument Corporation, 1990–1993
  - In private business, 1993–2001
- HAROLD BROWN . . . . . 21 JANUARY 1977–20 JANUARY 1981
- Born 19 September 1927; died 4 January 2019
  - Staff member, Lawrence Livermore Laboratory, 1952–1960; president, 1960–1961

- Director of Defense Research and Engineering, 1961–1965
- Secretary of the Air Force, 1965–1969
- President, California Institute of Technology, 1969–1977

CASPAR W. WEINBERGER . . . . . 21 JANUARY 1981–23 NOVEMBER 1987

- Born 18 August 1917; died 28 March 2006
- Served in U.S. Army during World War II, member of General Douglas MacArthur's intelligence staff
- Director of the Office of Management and Budget, 1972–1973
- Secretary of Health, Education, and Welfare, 1973–1975
- General counsel, vice president, and director of the Bechtel Corporation, 1975–1981

FRANK C. CARLUCCI . . . . . 23 NOVEMBER 1987–20 JANUARY 1989\*

- Born 18 October 1930; died 3 June 2018
- Served in U.S. Navy, 1952–1954 Director of the Office of Economic Opportunity, 1970–1972
- Under Secretary of Health, Education, and Welfare, 1972–1974
- Ambassador to Portugal, 1975–1978
- Deputy Director of Central Intelligence, 1978–1981
- Deputy Secretary of Defense, 4 February 1981–31 December 1982
- National Security Advisor, 1986–1987

*\*Deputy Secretary of Defense William H. Taft served as acting Secretary of Defense from 20 January 1989 until 21 March 1989.*

RICHARD B. CHENEY . . . . . 21 MARCH 1989–20 JANUARY 1993

- Born 30 January 1941
- Special Assistant to the Director of the Office of Economic Opportunity, 1969–1970
- Deputy to the Presidential Counselor, 1970–1971
- Assistant Director of Operations of the Cost of Living Council, 1971–1973
- Assistant to the President, 1975–1977
- Member of U.S. House of Representatives from Wyoming, 1978–1989

LESLIE (LES) ASPIN . . . . . 20 JANUARY 1993–3 FEBRUARY 1994

- Born 21 July 1938; died 21 May 1995
- Served in U.S. Army, 1966–1968
- Taught economics at Marquette University, 1968–1970
- Member of U.S. House of Representatives from Wisconsin, 1971–1993 (Chairman, House Armed Services Committee, 1985–1993)

WILLIAM J. PERRY . . . . . 3 FEBRUARY 1994–24 JANUARY 1997

- Born 11 October 1927
- Served in U.S. Army, 1946–1947
- Director of Sylvania/GTE Defense Electronic Laboratories, 1954–1964
- President of ESL Inc., 1964–1977
- Director of Defense Research and Engineering, April–October 1977
- Under Secretary of Defense for Research and Engineering, 1977–1981
- Director of Stanford University Center for International Security and Arms Control, 1989–1993
- Deputy Secretary of Defense, March 1993–February 1994

WILLIAM S. COHEN . . . . . 24 JANUARY 1997–20 JANUARY 2001

- Born 28 August 1940
- Practicing lawyer
- Mayor of Bangor, Maine, 1971–1972

- Member of U.S. House of Representatives from Maine, 1973–1979
  - U.S. Senator from Maine, 1979–1997
- DONALD H. RUMSFELD . . . 20 JANUARY 2001–18 DECEMBER 2006
- See previous entry
- ROBERT M. GATES . . . . . 18 DECEMBER 2006–1 JULY 2011
- Born 25 September 1943
  - Served in U.S. Air Force intelligence, 1967–1969
  - Central Intelligence Agency, 1966–1974
  - National Security Council staff, 1974–1979
  - Central Intelligence Agency, 1979–1989
  - Assistant to the President for National Security Affairs and Deputy National Security Advisor, 1989–1991
  - Director of Central Intelligence, 1991–1993
  - Interim Dean, George Bush School of Government and Public Service, Texas A&M University, 1999–2001
  - President, Texas A&M University, 2002–2006
- LEON E. PANETTA . . . . . 1 JULY 2011–26 FEBRUARY 2013
- Born 28 June 1938
  - Served in U.S. Army intelligence, 1964–1966
  - Member of U.S. House of Representatives from California, 1977–1993 (Chairman, House Budget Committee, 1989–1993)
  - Director, Office of Management and Budget, 1993–1994
  - White House Chief of Staff, 1994–1997
  - Director of Central Intelligence, 2009–2011
- CHARLES T. HAGEL . . . . . 27 FEBRUARY 2013–17 FEBRUARY 2015
- Born 4 October 1946
  - Served in U.S. Army, Infantry, 1967–1968
  - Deputy Administrator, U.S. Veterans Administration, 1981–1982
  - President and chief executive officer of the Private Sector Council, 1990–1992
  - President, McCarthy & Co., 1992–1996
  - Member of U.S. Senate from Nebraska, 1996–2009
- ASHTON B. CARTER . . . . . 17 FEBRUARY 2015–19 JANUARY 2017
- Born 24 September 1954
  - Assistant Secretary of Defense for International Security Policy, 1993–1996
  - Under Secretary of Defense for Acquisition, Technology and Logistics, 2009–2011
  - Deputy Secretary of Defense, 6 October 2011–3 December 2013
  - Senior Executive, John and Mary R. Markle Foundation, Inc., 2014
  - Distinguished Visiting Fellow, Hoover Institution
  - Board of Directors, Atlantic Council of the United States
- JAMES N. MATTIS . . . . . 20 JANUARY 2017–31 DECEMBER 2018
- Born 8 September 1950
  - Commissioned in U.S. Marine Corps, 1971
  - NATO Supreme Allied Commander for Transformation, 2007–2010
  - Commander, USCENTCOM, 2010–2013
  - Davies Family Distinguished Visiting Fellow, Hoover Institution, 2014–2017
- PATRICK M. SHANAHAN . . 1 JANUARY 2019–23 JUNE 2019 (Acting)
- See profile in part III, *Deputy Secretaries of Defense*

- MARK T. ESPER ..... 24 JUNE 2019–15 JULY 2019 (Acting)
- See Profile in part V, *Secretaries of the Military Departments*
- RICHARD V. SPENCER. .... 15 JULY 2019–23 JULY 2019 (Acting)
- See Profile in part V, *Secretaries of the Military Departments*
- MARK T. ESPER ..... 23 JULY 2019–PRESENT
- Executive Vice President, Global Intellectual Property Center, U.S. Chamber of Commerce, 2008–2010
  - Vice President, Raytheon Company, 2010–2017
  - Secretary of the Army, 2017–2019
  - Acting Secretary of Defense, 24 June 2019–15 July 2019

### III. DEPUTY SECRETARIES OF DEFENSE

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PL 81-36, 2 April 1949, originally established this position as Under Secretary of Defense. PL 81-216, 10 August 1949, the 1949 Amendments to the National Security Act of 1947, changed the title to Deputy Secretary of Defense.

PL 92-596, 27 October 1972, established a second Deputy position, with both Deputies performing duties as prescribed by the Secretary of Defense. The second deputy position was not filled until December 1975. PL 95-140, 21 October 1977, the law establishing two Under Secretaries of Defense, abolished the second Deputy position.

By delegation, the Deputy Secretary of Defense has full power and authority to act for the Secretary of Defense and to exercise the powers of the Secretary on any and all matters for which the Secretary is authorized to act pursuant to the law.

STEPHEN T. EARLY . . . . . 10 AUGUST 1949–30 SEPTEMBER 1950

- Born 27 August 1889; died 11 August 1951
- Served in U.S. Army in France, World War I
- Journalist
- Assistant to President Franklin D. Roosevelt, 1933–1945
- Under Secretary of Defense, 2 May 1949–9 August 1949, when the position title changed.

ROBERT A. LOVETT . . . . . 4 OCTOBER 1950–16 SEPTEMBER 1951

- Secretary of Defense, 17 September 1951–20 January 1953 (see profile in part II, *Secretaries of Defense*)

WILLIAM C. FOSTER . . . . . 24 SEPTEMBER 1951–20 JANUARY 1953

- Born 27 April 1897; died 16 October 1984
- Served in U.S. Army in World War I
- Under Secretary of Commerce, 1946–1948
- Administrator of the Economic Cooperation Administration, 1948–1951

ROGER M. KYES . . . . . 2 FEBRUARY 1953–1 MAY 1954

- Born 6 March 1906; died 13 February 1971
- General Motors Corporation, 1950–1953; 1959–1970

ROBERT B. ANDERSON . . . 3 MAY 1954–4 AUGUST 1955

- Born 4 June 1910; died 14 August 1989
- Practicing lawyer; various local government offices in Texas
- Secretary of the Navy, 1953–1954
- Secretary of the Treasury, 1957–1961

REUBEN B. ROBERTSON JR. 5 AUGUST 1955–25 APRIL 1957

- Born 27 June 1908; died 13 March 1960
- Served in U.S. Army in World War II
- Champion Paper and Fibre Company, 1930–1955 and 1957–1960 (president, 1950–1955 and 1957–1960)
- Vice chairman of the Committee on Business Organization of the Department of Defense, a task force of the Hoover Commission

DONALD A. QUARLES . . . 1 MAY 1957–8 MAY 1959

- Born 30 July 1894; died 8 May 1959
- Served in U.S. Army in World War I



- Engineer with Bell Telephone Laboratories from 1919
  - President of Sandia Corporation, 1952
  - Assistant Secretary of Defense (Research and Development), 1953–1955
  - Secretary of the Air Force, 1955–1957
- THOMAS S. GATES JR. . . . . 8 JUNE 1959–1 DECEMBER 1959
- Secretary of Defense, 2 December 1959–20 January 1961 (see profile in part II, *Secretaries of Defense*)
- JAMES H. DOUGLAS JR. . . . . 11 DECEMBER 1959–24 JANUARY 1961
- Born 11 March 1899; died 24 February 1988
  - Served in U.S. Army, 1918, and U.S. Army Air Forces, 1942–1945
  - Under Secretary of the Air Force, 1953–1957
  - Secretary of the Air Force, 1957–1959
- ROSWELL L. GILPATRIC . . . . . 24 JANUARY 1961–20 JANUARY 1964
- Born 4 November 1906; died 15 March 1996
  - Practicing lawyer, 1931–1951
  - Assistant Secretary of the Air Force, 5 May 1951–29 October 1951
  - Under Secretary of the Air Force, 1951–1953
- CYRUS R. VANCE . . . . . 28 JANUARY 1964–30 JUNE 1967
- Born 27 March 1917; died 12 January 2002
  - Served in U.S. Navy, 1942–1946
  - Special counsel of the Senate Armed Services Preparedness Investigating Subcommittee
  - General Counsel of the Department of Defense, 1961–1962
  - Secretary of the Army, 1962–1964
- PAUL H. NITZE . . . . . 1 JULY 1967–20 JANUARY 1969
- Born 27 March 1917; died 12 January 2002
  - Dillon, Read, and Company, 1929–1937
  - Served in various capacities with the U.S. Government during World War II before becoming director, then vice chairman, of the U.S. Strategic Bombing Survey, 1944–1946
  - U.S. Department of State, 1946–1953
  - Assistant Secretary of Defense (International Security Affairs), 1961–1963
  - Secretary of the Navy, 1963–1967
- DAVID PACKARD . . . . . 24 JANUARY 1969–13 DECEMBER 1971
- 7 September 1912; died 26 March 1996
  - Hewlett-Packard Company, 1939–1969 (president, 1947–1964, and chief executive officer, 1964–1969)
- KENNETH RUSH . . . . . 23 FEBRUARY 1972–29 JANUARY 1973
- Born 17 January 1910; died 11 December 1994
  - Ambassador to the Federal Republic of Germany, 1969–1972
  - Became Deputy Secretary of State after his tenure as Deputy Secretary of Defense
- WILLIAM P. CLEMENTS JR. . . . . 30 JANUARY 1973–20 JANUARY 1977
- Born 13 April 1917; died 29 May 2011
  - Member of the Department of Defense Blue Ribbon Defense Panel, 1969–1970
  - Governor of Texas, 1979–1983, 1987–1991

ROBERT F. ELLSWORTH . . . 23 DECEMBER 1975–10 JANUARY 1977\*

- Born 11 June 1926; died 9 May 2011
- Member of Congress from Kansas, 1961–1967

*\*Filled the position of Second Deputy Secretary of Defense, created by PL 92-956 in 1972 but not previously filled. Position was abolished by PL 95-140, 21 October 1977.*

CHARLES W. DUNCAN JR. 31 JANUARY 1977–26 JULY 1979

- Born 9 September 1926
- Served in U.S. Army Air Forces, 1944–1946
- Coca-Cola Company, 1964–1974 (president, 1971–1974)
- Became Secretary of Energy upon completion of tenure as Deputy Secretary of Defense

W. GRAHAM CLAYTOR JR. 24 AUGUST 1979–16 JANUARY 1981

- Born 14 March 1912; died 14 May 1994
- Served in U.S. Navy, 1941–1946
- Practicing lawyer
- President and chairman of the Southern Railway Company, 1967–1977
- Secretary of the Navy, 1977–1979
- Acting Secretary of Transportation, 1979

FRANK C. CARLUCCI . . . . 4 FEBRUARY 1981–31 DECEMBER 1982

- Secretary of Defense, 23 November 1987–20 January 1989 (see profile in part II, *Secretaries of Defense*)

W. PAUL THAYER . . . . . 12 JANUARY 1983–4 JANUARY 1984

- Born 23 November 1919; died 6 May 2010
- Served in U.S. Navy, 1941–1945
- Chance Vought (later LTV Aerospace Corporation)

WILLIAM HOWARD TAFT IV 3 FEBRUARY 1984–22 APRIL 1989

- Born 13 September 1945
- Office of Management and Budget, 1970–1973
- Department of Health, Education, and Welfare, 1973–1977
- General Counsel of the Department of Defense, 1981–1984
- Deputy Secretary of Defense, 1984–1989
- Acting Secretary of Defense from Secretary Frank Carlucci's departure on 20 January 1989 until the swearing in of Secretary Richard B. Cheney on 21 March 1989
- Permanent Representative of the United States to the North Atlantic Council after his tenure as Deputy Secretary of Defense

DONALD J. ATWOOD JR. . . 24 APRIL 1989–20 JANUARY 1993

- Born 25 May 1924; died 24 April 1994
- Served in U.S. Army, 1943–1945
- General Motors Corporation, 1959–1985

WILLIAM J. PERRY . . . . . 5 MARCH 1993–3 FEBRUARY 1994

- Secretary of Defense, 3 February 1994–24 January 1997 (see profile in part II, *Secretaries of Defense*)

JOHN M. DEUTCH . . . . . 11 MARCH 1994–10 MAY 1995

- Born 27 July 1938
- Systems analyst, Office of Secretary of Defense, 1961–1965
- Professor, Princeton, 1967–1970, and Massachusetts Institute of Technology

(MIT), 1970–1982

- Provost, MIT, 1985–1990
- Under Secretary of Defense (Acquisition and Technology), 1993–1994

JOHN P. WHITE . . . . . 22 JUNE 1995–15 JULY 1997

- Born 27 February 1937; died 3 September 2017
- Economist with RAND Corporation, 1968–1977
- Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics), 1977–1978
- Deputy Director, Office of Management and Budget, 1978–1981
- Chairman, Commission on Roles and Missions of the Armed Forces, 1994–1995

JOHN J. HAMRE . . . . . 29 JULY 1997–31 MARCH 2000

- Born 3 July 1950
- Congressional Budget Office, 1978–1984
- Staff member, Senate Armed Services Committee, 1984–1993
- Under Secretary of Defense (Comptroller), 1993–1997

RUDY deLEON . . . . . 31 MARCH 2000–1 MARCH 2001

- Born 28 August 1952
- Legislative assistant, U.S. Senate, 1974–1977
- Staff member, House Armed Services Committee, 1985–1989
- Staff director, House Armed Services Committee, 1989–1993
- Special Assistant to the Secretary of Defense, 1993–1994
- Under Secretary of the Air Force, 1994–1997
- Under Secretary of Defense (Personnel and Readiness), 1997–2000

PAUL D. WOLFOWITZ . . . . . 2 MARCH 2001–13 MAY 2005

- Born 22 December 1943
- U.S. Arms Control and Disarmament Agency, 1973–1977
- Deputy Assistant Secretary of Defense for Regional Programs, 1977–1980
- State Department, 1981–1986
- Ambassador to Indonesia, 1986–1989
- Under Secretary of Defense (Policy), 1989–1993
- Dean, Johns Hopkins School of Advanced International Studies, 1993–2001

GORDON R. ENGLAND . . . . . 4 JANUARY 2006–11 FEBRUARY 2009

- 15 September 1937
- Honeywell, Litton Industries, and General Dynamics
- Secretary of the Navy, 24 May 2001–24 January 2003; 1 October 2003–29 December 2005
- Deputy Secretary, Department of Homeland Security, 24 January 2003–30 September 2003
- Acting Deputy Secretary of Defense, 13 May 2005–3 January 2006

WILLIAM J. LYNN III . . . . . 12 FEBRUARY 2009–5 OCTOBER 2011

- Born 1 January 1954
- Liaison to Senate Armed Services Committee for Senator Edward Kennedy, 1987–1993
- Director, Program Analysis and Evaluation in the Office of the Secretary of Defense, 1993–1997
- Under Secretary of Defense (Comptroller), 1997–2001
- Senior vice president, government operations and strategy, Raytheon Company, 2002–2009

- ASHTON B. CARTER . . . . . 6 OCTOBER 2011–4 DECEMBER 2013
- (see profile in part II, *Secretaries of Defense*)
- CHRISTINE H. FOX (Acting) 5 DECEMBER 2013–30 APRIL 2014
- Born 26 May 1955
  - President of the Center for Naval Analyses, 2004–2009
  - Director, Cost Assessment and Program Evaluation, 2009–2013
  - Senior Advisor, National Security Analysis Department at The Johns Hopkins University, 2013
- ROBERT O. WORK . . . . . 5 MAY 2014–19 JUNE 2017
- Born 17 January 1953
  - Served in U.S. Marine Corps, 1974–2001
  - Vice President, Center for Strategic and Budgetary Assessments, 2002–2009
  - Under Secretary of the Navy, 2009–2013
  - President, Center for New American Security, 2013–2014
- PATRICK M. SHANAHAN . 19 JUNE 2017–23 JUNE 2019
- Born 27 June 1962
  - Vice President and General Manager, Missile Defense Systems, The Boeing Company, 2004–2007
  - Vice President and General Manager, 787 Dreamliner Program, The Boeing Company, 2007–2009
  - Senior Vice President & General Manager, Airplane Programs, Boeing Commercial Airplanes, The Boeing Company, 2009–2016
  - Senior Vice President, Supply Chain & Operations, The Boeing Company, 2016–2017
  - Acting Secretary of Defense, 1 January 2019–
- DAVID L. NORQUIST . . . . . 1 JANUARY 2019–23 JULY 2019  
(Performing the Duties Of)
- RICHARD V. SPENCER. . . . . 23 JULY 2019–30 JULY 2019  
(Performing the Duties Of)
- See Profile in part V, *Secretaries of the Military Departments*
- DAVID L. NORQUIST . . . . . 31 JULY–PRESENT
- Born 24 November 1966
  - Presidential Fellow, CCP Program/Budget Analyst, Department of the Army, 1989–1995
  - Director, Resource Management, U.S. Army Intelligence and Security Command, 1995–1997
  - Professional staffer, House Appropriations Subcommittee on Defense, 1997–2002
  - Deputy Undersecretary of Defense (Comptroller), 2002–2006
  - Chief Financial Officer, Department of Homeland Security, 2006–2008
  - Partner, Kearney and Company, 2008–2017
  - Under Secretary of Defense (Comptroller), 2017–2019
  - Performed the Duties of the Deputy Secretary of Defense, 1 January 2019–23 July 2019

## IV. CHIEF MANAGEMENT OFFICERS OF THE DEPARTMENT OF DEFENSE

The Chief Management Office (CMO) was created under Public Law 114–328 in the National Defense Authorization Act (NDAA) of 2017, amended in NDAA 2018. The CMO is responsible for managing the business operations of the Department, establishing policies on, and supervising, all business operations of the Department, including business transformation, business planning and processes, performance management, and business information technology management and improvement activities and programs, including the allocation of resources for business operations, and unifying business management efforts across the Department. The CMO will also serve as the principal advisor to the Secretary on all business operations activities and programs in the Department; and has 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 Chief Management Officer has responsibility.

John H. Gibson II . . . . .	1 February 2018–30 November 2018
Lisa W. Hershman (Acting) . . . . .	1 December 2018–5 July 2019
Lisa W. Hershman (Performing the Duties Of) . . . . .	6 July 2019–Present



## V. SECRETARIES OF THE MILITARY DEPARTMENTS

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The National Security Act of 1947 established three military departments—the Department of the Army (renaming of the former War Department), the Department of the Navy (comprised of the Navy and Marine Corps), and the newly created Department of the Air Force. All three were executive departments, each headed by a Secretary. The amendments of 1949 (PL 81-216, 10 August 1949) changed the status of the departments from “executive” to “military,” the Secretaries thus giving up their seats in the Cabinet and the National Security Council. On 31 December 1958, the Secretary of Defense issued DoD Directive 5100.1 establishing two command lines, one for operational direction of the armed forces through the JCS to unified and specified commands and the second for the direction of support activities through the Secretaries of the military departments.

### A. ARMY

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KENNETH C. ROYALL . . . . .	18 SEPTEMBER 1947–27 APRIL 1949	<ul style="list-style-type: none"> <li>Served in U.S. Army in World Wars I and II</li> <li>Practicing lawyer, 1919–1942</li> <li>Under Secretary of War, 9 November 1945–18 July 1947</li> <li>Secretary of War, 19 July 1947–17 September 1947</li> </ul>
GORDON GRAY. . . . .	20 JUNE 1949–12 APRIL 1950	<ul style="list-style-type: none"> <li>Served in U.S. Army, 1942–1945</li> <li>Publishing and radio, 1935–1947</li> <li>Assistant Secretary of the Army, 1947–1949</li> <li>Special Assistant to the President, 1950</li> </ul>
FRANK PACE JR. . . . .	12 APRIL 1950–20 JANUARY 1953	<ul style="list-style-type: none"> <li>Served in U.S. Army Air Forces, 1942–1946</li> <li>Assistant Director and then Director of the Bureau of the Budget, 1948–1950</li> </ul>
ROBERT T. STEVENS . . . . .	4 FEBRUARY 1953–20 JULY 1955	<ul style="list-style-type: none"> <li>Served in U.S. Army in World Wars I and II</li> <li>J.P. Stevens and Company, Inc., 1921–1942, 1945–1953</li> </ul>
WILBER M. BRUCKER. . . . .	21 JULY 1955–20 JANUARY 1961	<ul style="list-style-type: none"> <li>Served with National Guard on Mexican border in 1916 and with U.S. Army in World War I</li> <li>Practicing lawyer</li> <li>Governor of Michigan, 1930–1932</li> <li>Counsel of the Department of Defense, 1954–1955</li> </ul>
ELVIS J. STAHR JR. . . . .	24 JANUARY 1961–30 JUNE 1962	<ul style="list-style-type: none"> <li>Served in U.S. Army in World War II</li> <li>Practicing lawyer</li> <li>Special Assistant to Secretary of the Army, 1951–1952</li> <li>President, University of West Virginia, 1959–1961</li> </ul>
CYRUS R. VANCE . . . . .	5 JULY 1962–27 JANUARY 1964	<ul style="list-style-type: none"> <li>Deputy Secretary of Defense, 28 January 1964–30 June 1967 (see profile in part III, <i>Deputy Secretaries of Defense</i>)</li> </ul>
STEPHEN AILES . . . . .	28 JANUARY 1964–1 JULY 1965	<ul style="list-style-type: none"> <li>Practicing lawyer</li> <li>Counsel to U.S. Economic Mission to Greece, 1947</li> <li>Under Secretary of the Army, 1961–1964</li> </ul>

STANLEY R. RESOR . . . . .	5 JULY 1965–30 JUNE 1971	<ul style="list-style-type: none"> <li>• Served in U.S. Army, 1942–1945</li> <li>• Practicing lawyer</li> <li>• Under Secretary of the Army, April–July 1965</li> <li>• Under Secretary of Defense (Policy), 1978–1979</li> </ul>
ROBERT F. FROEHLKE . . . .	1 JULY 1971–14 MAY 1973	<ul style="list-style-type: none"> <li>• Served in U.S. Army, 1943–1946</li> <li>• Assistant Secretary of Defense (Administration), 1969–1971</li> </ul>
HOWARD H. CALLAWAY . .	15 MAY 1973–3 JULY 1975	<ul style="list-style-type: none"> <li>• Served in U.S. Army in Korea, 1949–1952</li> <li>• Member of Congress from Georgia, 1965–1967</li> </ul>
MARTIN R. HOFFMANN . . .	5 AUGUST 1975–13 FEBRUARY 1977	<ul style="list-style-type: none"> <li>• Served in U.S. Army, 1954–1956</li> <li>• General Counsel of the Department of Defense, 1974–1975</li> </ul>
CLIFFORD L. ALEXANDER JR. .	14 FEBRUARY 1977–20 JANUARY 1981	<ul style="list-style-type: none"> <li>• Practicing lawyer</li> <li>• Special Assistant to the President, 1964–1965</li> <li>• Chairman of the Equal Employment Opportunity Commission, 1967–1969</li> </ul>
PERCY A. PIERRE (Acting) .	21–30 JANUARY 1981	
JOHN O. MARSH JR. . . . .	30 JANUARY 1981–13 AUGUST 1989	<ul style="list-style-type: none"> <li>• Served in U.S. Army, 1944–1947</li> <li>• Member of U.S. House of Representatives from Virginia, 1963–1971</li> <li>• Assistant Secretary of Defense for Legislative Affairs, 1973–1974</li> <li>• Assistant to the Vice President, 1974</li> <li>• Counselor to the President, 1974–1977</li> </ul>
MICHAEL P.W. STONE . . . .	14 AUGUST 1989–20 JANUARY 1993	<ul style="list-style-type: none"> <li>• Sterling Vineyards, 1968–1982</li> <li>• Director of U.S. Mission in Cairo, 1982–1984</li> <li>• Under Secretary of the Army, 1988–1989</li> </ul>
JOHN W. SHANNON (Acting)	20 JANUARY 1993–26 AUGUST 1993	<ul style="list-style-type: none"> <li>• Concurrently Under Secretary of the Army and Acting Secretary of the Army</li> </ul>
GORDON R. SULLIVAN (Acting)	28 AUGUST 1993–21 NOVEMBER 1993	<ul style="list-style-type: none"> <li>• Concurrently Chief of Staff of the Army and Acting Secretary of the Army</li> </ul>
TOGO D. WEST JR. . . . .	22 NOVEMBER 1993–4 MAY 1997	<ul style="list-style-type: none"> <li>• Served in U.S. Army, 1969–1973</li> <li>• Associate Deputy Attorney, Department of Justice, 1975–1976</li> <li>• General Counsel of the Department of the Navy, 1977–1979</li> <li>• Special Assistant to the Secretary and Deputy Secretary of Defense, 1979–1980</li> <li>• DoD General Counsel, 1980–1981</li> </ul>
ROBERT M. WALKER (Acting)	2 JANUARY 1998–2 JULY 1998	<ul style="list-style-type: none"> <li>• Concurrently Under Secretary of the Army and Acting Secretary of the Army</li> </ul>
LOUIS CALDERA . . . . .	2 JULY 1998–20 JANUARY 2001	<ul style="list-style-type: none"> <li>• Served in U.S. Army, 1978–1983</li> <li>• Practicing lawyer</li> </ul>

- California State Assemblyman, 1992–1997
- Managing director and chief operating officer, Corporation for National Service, 1997–1998

GREGORY R. DAHLBERG (Acting) 20 JANUARY 2001–4 MARCH 2001

- Concurrently Under Secretary of the Army and Acting Secretary of the Army

JOSEPH W. WESTPHAL (Acting) 5 MARCH 2001–31 MAY 2001

- Assistant Secretary of the Army (Civil Works), 1998–2001

THOMAS E. WHITE . . . . . 31 MAY 2001–9 MAY 2003

- Served in U.S. Army, 1967–1990
- Enron Corporation, 1990–2001

R. LES BROWNLEE (Acting) 10 MAY 2003–18 NOVEMBER 2004

- Served in U.S. Army, 1962–1984
- Staff, Senate Armed Services Committee, 1987–2001
- Under Secretary of the Army, 2001–2004

FRANCIS J. HARVEY . . . . . 19 NOVEMBER 2004–9 MARCH 2007

- Westinghouse Corporation, 1969–1997

PRESTON M. GEREN . . . . . 16 JULY 2007–21 SEPTEMBER 2009

- Practicing lawyer
- Member of U.S. House of Representatives from Texas, 1989–1997
- Special Assistant to Secretary of Defense, 2001–2005
- Acting Secretary of the Air Force, 29 July 2005–November 2005
- Under Secretary of the Army, 2006–2007
- Acting Secretary of the Army, March 2007–16 July 2007

JOHN M. McHUGH . . . . . 21 SEPTEMBER 2009–14 AUGUST 2015

- Member of U.S. House of Representatives from New York, 1992–2009

ERIC K. FANNING. . . . . 18 MAY 2016–20 JANUARY 2017

- Deputy Under Secretary of the Navy/Deputy Chief Management Officer, 2009–2013
- Under Secretary of the Air Force, 2013–2015

ROBERT M. SPEER . . . . . 20 JANUARY 2017–2 AUGUST 2017

RYAN MCCARTHY . . . . . 2 AUGUST 2017–16 NOVEMBER 2017  
(Performing the Duties Of)

MARK T. ESPER . . . . . 15 NOVEMBER 2017–24 JUNE 2019

- Executive Vice President, Global Intellectual Property Center, U.S. Chamber of Commerce, 2008–2010
- Vice President, Raytheon Company, 2010–2017

RYAN MCCARTHY . . . . . 24 JUNE 2019–15 JULY 2019  
(Performing the Duties Of)

MARK T. ESPER . . . . . 15 JULY 2019–23 JULY 2019

RYAN MCCARTHY (Acting). 23 JULY 2019–29 SEPTEMBER 2019

RYAN MCCARTHY . . . . . 30 SEPTEMBER 2019–PRESENT

## B. NAVY

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JOHN L. SULLIVAN . . . . .	18 SEPTEMBER 1947–24 MAY 1949	<ul style="list-style-type: none"> <li>• Served in U.S. Navy in World War I</li> <li>• Assistant Secretary of the Treasury, 1940–1944</li> <li>• Assistant Secretary of the Navy for Air, 1945–1946</li> <li>• Under Secretary of the Navy, 1946–1947</li> </ul>
FRANCIS P. MATTHEWS . . .	25 MAY 1949–30 JULY 1951	<ul style="list-style-type: none"> <li>• Practicing lawyer and business executive</li> <li>• Ambassador to Ireland</li> </ul>
DAN A. KIMBALL . . . . .	31 JULY 1951–3 FEBRUARY 1953	<ul style="list-style-type: none"> <li>• U.S. Army Air Service in World War I</li> <li>• Assistant Secretary of the Navy for Air, 9 March 1949–24 March 1949</li> <li>• Under Secretary of the Navy, 1949–1951</li> </ul>
ROBERT B. ANDERSON . . . .	4 FEBRUARY 1953–2 MAY 1954	<ul style="list-style-type: none"> <li>• Deputy Secretary of Defense, 3 May 1954–4 August 1955 (see profile in part III, <i>Deputy Secretaries of Defense</i>)</li> </ul>
CHARLES S. THOMAS . . . . .	3 MAY 1954–31 MARCH 1957	<ul style="list-style-type: none"> <li>• Special Assistant to the Secretary of the Navy, 1942–1945</li> <li>• Under Secretary of the Navy, 9 February 1953–5 August 1953</li> <li>• Assistant Secretary of Defense (Supply and Logistics), 1953–1954</li> </ul>
THOMAS S. GATES JR. . . . .	1 APRIL 1957–7 JUNE 1959	<ul style="list-style-type: none"> <li>• Secretary of Defense, 2 December 1959–20 January 1961 (see profile in part II, <i>Secretaries of Defense</i>)</li> </ul>
WILLIAM B. FRANKE . . . . .	8 JUNE 1959–20 JANUARY 1961	<ul style="list-style-type: none"> <li>• Special Assistant to the Secretary of Defense, 1951–1952</li> <li>• Assistant Secretary of the Navy (Financial Management), 1954–1957</li> <li>• Under Secretary of the Navy, 1957–1959</li> </ul>
JOHN B. CONNALLY . . . . .	25 JANUARY 1961–20 DECEMBER 1961	<ul style="list-style-type: none"> <li>• Served in U.S. Navy, 1942–1946</li> <li>• Governor of Texas, 1963–1969</li> </ul>
FRED H. KORTH . . . . .	4 JANUARY 1962–1 NOVEMBER 1963	<ul style="list-style-type: none"> <li>• Served in U.S. Army, 1942–1946</li> <li>• Assistant Secretary of the Army, 1952–1953</li> <li>• Consultant to the Secretary of the Army, 1953–1960</li> </ul>
PAUL H. NITZE . . . . .	29 NOVEMBER 1963–30 JUNE 1967	<ul style="list-style-type: none"> <li>• Deputy Secretary of Defense, 1 July 1967–20 January 1969 (see profile in part III, <i>Deputy Secretaries of Defense</i>)</li> </ul>
CHARLES F. BAIRD (Acting)	1 JULY 1967–31 AUGUST 1967	<ul style="list-style-type: none"> <li>• Assistant Secretary of the Navy (Financial Management and Comptroller), 1966–1967</li> <li>• Under Secretary of the Navy, 1967–1969</li> </ul>
PAUL R. IGNATIUS . . . . .	1 SEPTEMBER 1967–24 JANUARY 1969	<ul style="list-style-type: none"> <li>• Served in U.S. Navy, 1943–1946</li> <li>• Assistant Secretary of the Army (Installations and Logistics), 1961–1964</li> </ul>

	<ul style="list-style-type: none"> <li>• Under Secretary of the Army, 1964</li> <li>• Assistant Secretary of Defense (Installations and Logistics), 1964–1967</li> </ul>
JOHN H. CHAFEE . . . . .	31 JANUARY 1969–4 MAY 1972 <ul style="list-style-type: none"> <li>• Served in U.S. Marine Corps, 1942–1945, 1951–1952</li> <li>• Governor of Rhode Island, 1963–1969</li> </ul>
JOHN W. WARNER . . . . .	4 MAY 1972–8 APRIL 1974 <ul style="list-style-type: none"> <li>• Served in U.S. Navy, 1944–1946, and U.S. Marine Corps, 1950–1952</li> <li>• Under Secretary of the Navy, 1969–1972</li> <li>• Administrator of the American Revolution Bicentennial Administration, 1974–1976</li> </ul>
J. WILLIAM MIDDENDORF II	10 JUNE 1974–20 JANUARY 1977 <ul style="list-style-type: none"> <li>• Served in U.S. Navy, 1945–1946</li> <li>• Ambassador to the Netherlands, 1969–1973</li> </ul>
W. GRAHAM CLAYTOR JR.	14 FEBRUARY 1977–26 JULY 1979 <ul style="list-style-type: none"> <li>• Deputy Secretary of Defense, 24 August 1979–16 January 1981 (see profile in part III, <i>Deputy Secretaries of Defense</i>)</li> </ul>
EDWARD HIDALGO . . . . .	27 JULY 1979–29 JANUARY 1981 <ul style="list-style-type: none"> <li>• Served in U.S. Navy, 1942–1946</li> <li>• Special Assistant to Secretary of the Navy, 1945–1946, 1965–1966</li> <li>• Assistant Secretary of the Navy for Manpower, Reserve Affairs, and Logistics, 1977–1979</li> </ul>
JOHN F. LEHMAN JR. . . . .	5 FEBRUARY 1981–10 APRIL 1987 <ul style="list-style-type: none"> <li>• Special counsel and senior staff member, National Security Council, 1969–1974, and counsel, National Security Council, 1974–1975</li> <li>• Deputy Director, U.S. Arms Control and Disarmament Agency, 1975–1977</li> </ul>
JAMES H. WEBB JR. . . . .	10 APRIL 1987–23 FEBRUARY 1988 <ul style="list-style-type: none"> <li>• Served in the U.S. Marine Corps, 1968–1972</li> <li>• Assistant Secretary of Defense (Reserve Affairs), 1984–1987</li> </ul>
WILLIAM L. BALL III. . . . .	24 MARCH 1988–15 MAY 1989 <ul style="list-style-type: none"> <li>• Served in U.S. Navy, 1969–1975</li> <li>• Assistant Secretary of State for Legislative Affairs, 1985–1986</li> <li>• Assistant to the President, 1986–1988</li> </ul>
H. LAWRENCE GARRETT III	15 MAY 1989–26 JUNE 1992 <ul style="list-style-type: none"> <li>• Enlisted in U.S. Navy, 1961; retired as commander, 1981</li> <li>• Assistant Counsel to the President, 1981, and Associate Counsel, 1983–1986</li> <li>• General Counsel of the Department of Defense, 1986–1987</li> <li>• Under Secretary of the Navy, 1987–1989</li> </ul>
SEAN O’KEEFE . . . . .	16 DECEMBER 1992–20 JANUARY 1993 <ul style="list-style-type: none"> <li>• Department of Defense Comptroller, 1989–1992</li> <li>• Acting Secretary of the Navy, 7 July 1992–16 December 1992</li> </ul>
JOHN H. DALTON . . . . .	22 JULY 1993–16 NOVEMBER 1998 <ul style="list-style-type: none"> <li>• Served in U.S. Navy, 1964–1969</li> <li>• Federal Home Loan Bank Board, 1979–1981</li> </ul>



RICHARD DANZIG . . . . .	16 NOVEMBER 1998–20 JANUARY 2001	<ul style="list-style-type: none"> <li>• Deputy Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics), 1978–1979</li> <li>• Principal Deputy Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics), 1979–1981</li> <li>• Under Secretary of the Navy, 1993–1997</li> </ul>
GORDON R. ENGLAND . . . .	24 MAY 2001–24 JANUARY 2003	<ul style="list-style-type: none"> <li>• Deputy Secretary of Defense, 13 May 2005–20 January 2009 (see profile in part III, <i>Deputy Secretaries of Defense</i>)</li> </ul>
HANSFORD T. JOHNSON. . . (Acting)	7 FEBRUARY 2003–1 OCTOBER 2003	
GORDON R. ENGLAND . . . .	1 OCTOBER 2003–29 DECEMBER 2005	<ul style="list-style-type: none"> <li>• See profile above</li> </ul>
DIONEL M. AVILES (Acting)	29 DECEMBER 2005–3 JANUARY 2006	
DONALD C. WINTER . . . . .	3 JANUARY 2006–13 MARCH 2009	<ul style="list-style-type: none"> <li>• Defense Advanced Research Projects Agency, 1980–1983</li> <li>• President and chief executive officer of TRW Systems, 2000–2002</li> </ul>
B. J. PENN (Acting) . . . . .	13 MARCH 2009–19 MAY 2009	<ul style="list-style-type: none"> <li>• Assistant Secretary of the Navy (Energy, Installations, and Environment), 2005–2009</li> </ul>
RAYMOND E. MABUS . . . . .	18 JUNE 2009–19 JANUARY 2017	<ul style="list-style-type: none"> <li>• Served in U.S. Navy, 1970–1972</li> <li>• Governor of Mississippi, 1998–2002</li> <li>• Ambassador to Saudi Arabia, 1994–1996</li> </ul>
RICHARD V. SPENCER. . . . .	3 AUGUST 2017–15 July 2019	<ul style="list-style-type: none"> <li>• Served in U.S. Marine Corps, 1976–1981</li> <li>• Governor of Mississippi, 1998–2002</li> <li>• Managing Director, Fall Creek Management, LLC, 2007–2017</li> </ul>
THOMAS B. MODLY. . . . . (Performing the Duties Of)	15 JULY 2019–30 JULY 2019	
RICHARD V. SPENCER. . . . .	31 JULY 2019–24 NOVEMBER 2019	
THOMAS B. MODLY (Acting)	24 NOVEMBER 2019–PRESENT	

## C. AIR FORCE

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W. STUART SYMINGTON . . .	18 SEPTEMBER 1947–24 APRIL 1950	<ul style="list-style-type: none"> <li>• Served in U.S. Army, 1918</li> <li>• Surplus property administrator, 1945–1946</li> <li>• Assistant Secretary of War for Air, 1946–1947</li> </ul>
THOMAS K. FINLETTER . . .	24 APRIL 1950–20 JANUARY 1953	<ul style="list-style-type: none"> <li>• Served in U.S. Army, 1917–1919</li> <li>• Special Assistant to the Secretary of State, 1941–1944</li> </ul>

- Consultant to the U.S. delegation at the United Nations Conference in 1945
  - Chairman of the President's Air Policy Commission, 1947–1948
  - U.S. Ambassador to NATO, 1961–1965
- HAROLD E. TALBOTT . . . . 4 FEBRUARY 1953–13 AUGUST 1955
  - Served in U.S. Army, 1918
  - Aviation industry executive, 1911–1942
- DONALD A. QUARLES. . . . 15 AUGUST 1955–30 APRIL 1957
  - Deputy Secretary of Defense, 1 May 1957–8 May 1959 (see profile in part III, *Deputy Secretaries of Defense*)
- JAMES H. DOUGLAS JR. . . 1 MAY 1957–11 DECEMBER 1959
  - Deputy Secretary of Defense, 11 December 1959–24 January 1961 (see profile in part III, *Deputy Secretaries of Defense*)
- DUDLEY C. SHARP. . . . . 11 DECEMBER 1959–20 JANUARY 1961
  - Served in U.S. Navy, 1942–1945
  - Assistant Secretary of the Air Force, 1955–1959
  - Under Secretary of the Air Force, 3 August 1959–10 December 1959
- EUGENE M. ZUCKERT . . . . 24 JANUARY 1961–30 SEPTEMBER 1965
  - Served in U.S. Navy, 1944–1946
  - Special Assistant to the Assistant Secretary of War for Air, 1946–1947
  - Assistant Secretary of the Air Force, 1947–1952
  - Member of the Atomic Energy Commission, 1952–1954
- HAROLD BROWN. . . . . 1 OCTOBER 1965–15 FEBRUARY 1969
  - Secretary of Defense, 21 January 1977–20 January 1981 (see profile in part II, *Secretaries of Defense*)
- ROBERT C. SEAMANS JR. . . 15 FEBRUARY 1969–14 MAY 1973
  - Professor and engineer, MIT, 1941–1955, and RCA, 1955–1958
  - Associate and deputy administrator of the National Aeronautics and Space Administration, 1969
- JOHN L. McLUCAS. . . . . 19 JULY 1973–12 NOVEMBER 1975
  - Served in U.S. Navy, 1943–1946
  - Deputy Director of Defense Research and Engineering, 1962–1964
  - Assistant Secretary General for Scientific Affairs for NATO, 1964–1966
  - Under Secretary of the Air Force, 1969–1973
- THOMAS C. REED. . . . . 2 JANUARY 1976–6 APRIL 1977
  - Served in U.S. Air Force, 1956–1959
  - Director of telecommunications and command and control systems in Office of the Secretary of Defense, 1974–1975
- JOHN C. STETSON . . . . . 6 APRIL 1977–18 MAY 1979
  - Served in U.S. Navy, 1945–1946
  - Engineer and publisher
- HANS M. MARK . . . . . 26 JULY 1979–9 FEBRUARY 1981
  - Physicist at MIT, the Radiation Laboratory at Livermore, the University of California, and Stanford University
  - Director, Ames Research Center, NASA, 1969–1977
  - Under Secretary of the Air Force, 1977–1979

	<ul style="list-style-type: none"> <li>• Deputy Administrator of NASA, 1981–1984</li> <li>• Director, Defense Research and Engineering, 1998– 2001</li> </ul>
VERNE ORR . . . . .	9 FEBRUARY 1981–30 NOVEMBER 1985
	<ul style="list-style-type: none"> <li>• Director of the California Department of Finance, 1970–1975</li> <li>• Professor, University of California, 1975–1980</li> </ul>
RUSSELL A. ROURKE . . . . .	8 DECEMBER 1985–7 APRIL 1986
	<ul style="list-style-type: none"> <li>• Administrative assistant on Capitol Hill, 1960–1974, 1977–1981</li> <li>• Deputy to the Presidential Counselor, 1974–1976</li> <li>• Special Assistant to the President (Legislative Affairs), 1976–1977</li> <li>• Assistant Secretary of Defense (Legislative Affairs), 1981–1985</li> </ul>
EDWARD C. ALDRIDGE JR. (Acting)	8 APRIL 1986–8 JUNE 1986
EDWARD C. ALDRIDGE JR.	9 JUNE 1986–15 DECEMBER 1988
	<ul style="list-style-type: none"> <li>• Deputy Assistant Secretary of Defense for Strategic Programs, 1974–1976</li> <li>• Director, Planning and Evaluation, 1976–1977</li> <li>• Under Secretary of the Air Force, 1981–1986</li> </ul>
DONALD B. RICE . . . . .	22 MAY 1989–20 JANUARY 1993
	<ul style="list-style-type: none"> <li>• Served in U.S. Army, 1965–1967</li> <li>• Assistant Director, Office of Management and Budget, 1970–1972</li> <li>• President and chief executive officer, RAND Corporation, 1972–1989</li> <li>• Member, Defense Science Board, 1977–1983</li> </ul>
MICHAEL B. DONLEY . . . . . (Acting)	JANUARY 1993–JULY 1993
SHEILA E. WIDNALL . . . . .	6 AUGUST 1993–31 OCTOBER 1997
	<ul style="list-style-type: none"> <li>• Professor, MIT, 1970–1981, and associate provost, 1992</li> </ul>
F. WHITTEN PETERS . . . . . (Acting)	1 NOVEMBER 1997–1 AUGUST 1999
F. WHITTEN PETERS . . . . .	2 AUGUST 1999–20 JANUARY 2001
	<ul style="list-style-type: none"> <li>• Served in the U.S. Navy, 1969–1972</li> <li>• Principal Deputy General Counsel, OSD, 1995–1997</li> <li>• Under Secretary of the Air Force, 1997–1999</li> </ul>
JAMES G. ROCHE . . . . .	1 JUNE 2001–20 JANUARY 2005
	<ul style="list-style-type: none"> <li>• Served in U.S. Navy, 1960–1983</li> <li>• Northrop Grumman Corporation, 1984–2001</li> </ul>
PETER B. TEETS (Acting) . . .	20 JANUARY 2005–25 MARCH 2005
	<ul style="list-style-type: none"> <li>• Director, National Reconnaissance Office, 2001–2005</li> </ul>
MICHAEL MONTELONGO (Acting)	25 MARCH 2005–28 MARCH 2005
	<ul style="list-style-type: none"> <li>• Served in U.S. Army, 1977–1996</li> <li>• Assistant Secretary of the Air Force (Financial Management and Comptroller), 2001–2005</li> </ul>
MICHAEL L. DOMINGUEZ (Acting)	28 MARCH 2005–29 JULY 2005
	<ul style="list-style-type: none"> <li>• Served in U.S. Army, 1975–1980</li> <li>• Assistant Secretary of the Air Force (Manpower and Reserve Affairs), 2001–2006</li> </ul>

- PRESTON M. GEREN (Acting) 29 JULY 2005–4 NOVEMBER 2005
- Secretary of the Army, 16 July 2007–21 September 2009 (see profile in part IV.A, *Secretaries of the Military Departments, Army*)
- MICHAEL W. WYNNE . . . . . 4 NOVEMBER 2005–5 JUNE 2008
- Served in U.S. Air Force, 1966–1973
  - Principal Deputy Under Secretary of Defense (Acquisition, Technology, and Logistics), 2001–2003
  - Acting Under Secretary of Defense (Acquisition, Technology, and Logistics), 2003–2005
- MICHAEL B. DONLEY . . . . . 9 JUNE 2008–1 OCTOBER 2008  
(Acting)
- MICHAEL B. DONLEY . . . . . 2 OCTOBER 2008–21 JUNE 2013
- Staff member, Senate Armed Services Committee, 1981–1984
  - National Security Council, 1984–1989
  - Assistant Secretary of the Air Force (Financial Management and Comptroller), 1989–1993
  - Acting Secretary of the Air Force, January 1993–July 1993
  - Director of Administration and Management, OSD, 2005–2008
- ERIC FANNING (Acting) . . . . . 24 JUNE 2013–19 DECEMBER 2013
- Special Assistant, Office of the Secretary of Defense, 1993–1996
  - Senior Vice President, Strategic Development at Business Executives for National Security, 2001–2007
  - Deputy Director, Commission on the Prevention of Weapons of Mass Destruction Proliferation and Terrorism, 2008–2009
  - Deputy Under Secretary and Deputy Chief Management Officer, Department of the Navy, 2009–2013
  - Under Secretary of the Air Force, 18 April 2013–Present
- DEBORAH LEE JAMES . . . . . 20 DECEMBER 2013–20 JANUARY 2017
- Assistant Secretary of Defense for Reserve Affairs, 1993–1998
  - Senior Vice President, C4IT Business Unit General Manager, 2004–2010
  - Executive Vice President of Communications and Government Affairs, SAIC, 2010–2013
- LISA DISBROW (Acting) . . . . . 20 JANUARY 2017–16 MAY 2017
- HEATHER A. WILSON . . . . . 16 May 2017–31 May 2019
- Office of Defense Plans, U.S. Mission to NATO, 1987–1989
  - Director, Defense Policy and Arms Control, NSC, 1989–1991
  - Member of Congress, First District of New Mexico, 1998–2009
  - President, South Dakota School of Mines & Technology, 2013–2017
- MATTHEW P. DONOVAN . . . . . 1 JUNE 2019–2 NOVEMBER 2019  
(Acting)
- Professional Staff Member, Senate Armed Services Committee, 2015–2017
  - Majority Policy Director, Senate Armed Services Committee, 2017
  - Under Secretary of the Air Force, 2017–2019
- BARBARA M. BARRETT . . . . . 2 NOVEMBER 2019–PRESENT
- Senior Adviser, U.S. Mission to the United Nations, 2006
  - U.S. Ambassador to Finland, 2008–2009
  - Chairman of the Board, the Aerospace Corporation, 2013–2018

## VI. JOINT CHIEFS OF STAFF

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The Joint Chiefs of Staff (JCS), in existence since 1942, gained statutory sanction in the National Security Act of 1947. Under this law the JCS initially consisted of the Chief of Staff, U.S. Army; the Chief of Naval Operations; the Chief of Staff, U.S. Air Force; and the Chief of Staff to the Commander in Chief, if there should be such a position. The act also established a Joint Staff under the JCS, limiting it to 100 officers, to be headed by a director appointed by the Joint Chiefs.

The 1949 amendments to the National Security Act of 1947 established the position of Chairman of the Joint Chiefs of Staff, to be appointed from the regular officers of the Armed Services for a term of 2 years with eligibility for a second 2-year term. The Chairman presided over the meetings of the JCS but did not have a vote. Moreover, he was not authorized to exercise military command over the JCS or any of the military services. The amendments also increased the size of the Joint Staff to 210 officers.

In 1952, PL 82-416 authorized the Commandant of the Marine Corps to meet with the JCS as a coequal whenever any matter of concern to the Marine Corps was under consideration. Subsequently, PL 95-485 (20 October 1978) made the Commandant a permanent and fully participating member of the JCS.

Reorganization Plan No. 6 of 1953 made the selection and tenure of members of the Joint Staff subject to the approval of the Chairman and gave him management control of the Joint Staff. The Department of Defense Reorganization Act of 1958 increased the Joint Staff to 400 officers and limited their tours of duty to 3 years except in time of war. The act specified that the Joint Staff “shall not operate or be organized as an overall Armed Forces General Staff and shall have no executive authority.” The 1958 act also gave the Chairman a vote in JCS meetings.

Congress in PL 90-22 (5 June 1967) set the terms of the chiefs of the Army, Navy, Air Force, and Marine Corps at 4 years, with provision for possible reappointment for 4 years in time of war or emergency.

The Goldwater-Nichols Department of Defense Reorganization Act of 1986 prescribed the most important changes in the JCS organization since 1947. It increased the responsibilities of the Chairman, naming him the principal military adviser to the President, the National Security Council, and the Secretary of Defense and prescribing a 2-year term with possibility of two additional terms (other than during wartime, when there would be no limitation). The Chairman’s responsibilities included assisting the President in providing strategic direction of the Armed Forces, preparing strategic plans and joint logistic and mobility plans, and advising the Secretary of Defense on requirements, programs, and budgets, particularly a budget proposal for activities of each unified and specified combatant command.

The act created the position of Vice Chairman of the Joint Chiefs of Staff, to rank after the Chairman and ahead of all other officers of the Armed Forces and to come from a service other than that of the Chairman. The Vice Chairman could participate in meetings of the JCS, although he was not a member. In the absence or disability of the Chairman, the Vice Chairman would replace him. The National Defense Authorization Act for Fiscal Year 1993, PL 102-484 (23 October 1992) made the Vice Chairman a full member of the JCS. The National Defense Authorization Act for Fiscal Year 2012, P.L. 112-81 (31 December 2011) made the Chief of the National Guard Bureau a full member of the Joint Chiefs of Staff.

### A. CHAIRMEN OF THE JOINT CHIEFS OF STAFF

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General Omar N. Bradley, USA	16 August 1949–15 August 1953
Admiral Arthur W. Radford, USN	16 August 1953–15 August 1957
General Nathan F. Twining, USAF	16 August 1957–30 September 1960
General Lyman L. Lemnitzer, USA	1 October 1960–30 September 1962

General Maxwell D. Taylor, USA	1 October 1962–1 July 1964
General Earle G. Wheeler, USA	3 July 1964–2 July 1970
Admiral Thomas H. Moorer, USN	3 July 1970–1 July 1974
General George S. Brown, USAF	2 July 1974–20 June 1978
General David C. Jones, USAF	21 June 1978–18 June 1982
General John W. Vessey Jr., USA	19 June 1982–30 September 1985
Admiral William J. Crowe Jr., USN	1 October 1985–30 September 1989
General Colin L. Powell, USA	1 October 1989–30 September 1993
Admiral David E. Jeremiah, USN (Acting)	1 October 1993–24 October 1993
General John M.D. Shalikashvili, USA	25 October 1993–30 September 1997
General Henry H. Shelton, USA	1 October 1997–30 September 2001
General Richard B. Myers, USAF	1 October 2001–30 September 2005
General Peter Pace, USMC	1 October 2005–30 September 2007
Admiral Michael G. Mullen, USN	1 October 2007–30 September 2011
General Martin E. Dempsey, USA	1 October 2011–25 September 2015
General Joseph F. Dunford Jr., USMC	26 September 2015–30 September 2019
General Mark A. Milley, USA	30 September 2019–Present

## **B. VICE CHAIRMEN OF THE JOINT CHIEFS OF STAFF**

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General Robert T. Herres, USAF	6 February 1987–28 February 1990
Admiral David E. Jeremiah, USN	1 March 1990–28 February 1994
Admiral William A. Owens, USN	1 March 1994–29 February 1996
General Joseph W. Ralston, USAF	1 March 1996–1 March 2000
General Richard B. Myers, USAF	2 March 2000–1 October 2001
General Peter Pace, USMC	2 October 2001–12 August 2005
Admiral Edmund P. Giambastiani, USN	13 August 2005–27 July 2007
General James E. Cartwright, USMC	2 September 2007–3 August 2011
Admiral James A. Winnefeld Jr., USN	4 August 2011–31 July 2015
General Paul J. Selva, USAF	31 July 2015–31 July 2019
Gen. John E. Hyten, USAF	21 November 2019–Present

## **C. CHIEFS OF STAFF OF THE ARMY**

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General Dwight D. Eisenhower	19 November 1945–6 February 1948
General Omar N. Bradley	7 February 1948–15 August 1949
General J. Lawton Collins	16 August 1949–14 August 1953
General Matthew B. Ridgway	15 August 1953–29 June 1955
General Maxwell D. Taylor	30 June 1955–30 June 1959
General Lyman L. Lemnitzer	1 July 1959–30 September 1960



General George H. Decker	1 October 1960–30 September 1962
General Earle G. Wheeler	1 October 1962–2 July 1964
General Harold K. Johnson	3 July 1964–2 July 1968
General William C. Westmoreland	3 July 1968–30 June 1972
General Bruce Palmer Jr. (Acting)	1 July 1972–11 October 1972
General Creighton W. Abrams	12 October 1972–4 September 1974
General Fred C. Weyand	3 October 1974–30 September 1976
General Bernard W. Rogers	1 October 1976–21 June 1979
General Edward C. Meyer	22 June 1979–21 June 1983
General John A. Wickham Jr.	22 June 1983–22 June 1987
General Carl E. Vuono	23 June 1987–21 June 1991
General Gordon R. Sullivan	22 June 1991–19 June 1995
General Dennis J. Reimer	20 June 1995–20 June 1999
General Eric K. Shinseki	21 June 1999–11 June 2003
General Peter J. Schoomaker	1 August 2003–10 April 2007
General George W. Casey Jr.	11 April 2007–6 September 2011
General Raymond T. Odierno	7 September 2011–14 August 2015
General Mark A. Milley	14 August 2015–9 August 2019
General James C. McConville	9 August 2019–Present

## D. CHIEFS OF NAVAL OPERATIONS

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Fleet Admiral Chester W. Nimitz	15 December 1945–15 December 1947
Admiral Louis Denfeld	16 December 1947–2 November 1949
Admiral Forrest P. Sherman	3 November 1949–22 July 1951
Admiral William M. Fechteler	16 August 1951–16 August 1953
Admiral Robert B. Carney	17 August 1953–17 August 1955
Admiral Arleigh A. Burke	18 August 1955–1 August 1961
Admiral George W. Anderson Jr.	2 August 1961–1 August 1963
Admiral David L. McDonald	2 August 1963–1 August 1967
Admiral Thomas H. Moorer	2 August 1967–1 July 1970
Admiral Elmo R. Zumwalt Jr.	2 July 1970–1 July 1974
Admiral James L. Holloway III	2 July 1974–1 July 1978
Admiral Thomas B. Hayward	2 July 1978–30 June 1982
Admiral James D. Watkins	1 July 1982–30 June 1986
Admiral Carlisle A.H. Trost	1 July 1986–29 June 1990
Admiral Frank B. Kelso II	1 July 1990–23 April 1994
Admiral Jeremy M. Boorda	24 April 1994–16 May 1996
Admiral Jay L. Johnson (Acting)	17 May 1996–4 August 1996
Admiral Jay L. Johnson	5 August 1996–21 July 2000

Admiral Vernon E. Clark	22 July 2000–22 July 2005
Admiral Michael G. Mullen	23 July 2005–29 September 2007
Admiral Gary Roughead	30 September 2007–23 September 2011
Admiral Jonathan W. Greenert	24 September 2011–18 September 2015
Admiral John M. Richardson	18 September 2015–22 August 2019
Admiral Michael M. Gilday	22 August 2019–Present

## E. CHIEFS OF STAFF OF THE AIR FORCE

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General Carl Spaatz	26 September 1947–29 April 1948
General Hoyt S. Vandenberg	30 April 1948–29 June 1953
General Nathan F. Twining	30 June 1953–30 June 1957
General Thomas D. White	1 July 1957–30 June 1961
General Curtis E. LeMay	30 June 1961–31 January 1965
General John P. McConnell	1 February 1965–31 July 1969
General John D. Ryan	1 August 1969–31 July 1973
General George S. Brown	1 August 1973–30 June 1974
General David C. Jones	1 July 1974–20 June 1978
General Lew Allen Jr.	1 July 1978–30 June 1982
General Charles A. Gabriel	1 July 1982–30 June 1986
General Larry D. Welch	1 July 1986–30 June 1990
General Michael J. Dugan	1 July 1990–17 September 1990
General John M. Loh (Acting)	18 September 1990–27 October 1990
General Merrill A. McPeak	27 October 1990–25 October 1994
General Ronald R. Fogleman	26 October 1994–2 October 1997
General Michael E. Ryan	2 October 1997–6 September 2001
General John J. Jumper	6 September 2001–2 September 2005
General T. Michael Moseley	2 September 2005–1 August 2008
General Norton A. Schwartz	12 August 2008–10 August 2012
General Mark A. Welsh III	10 August 2012–24 June 2016
General David Goldfein	1 July 2016– Present

## F. COMMANDANTS OF THE MARINE CORPS

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General Alexander A. Vandegrift	1 January 1944–31 December 1947
General Clifton B. Cates	1 January 1948–31 December 1951
General Lemuel C. Shepherd Jr.*	1 January 1952–31 December 1955
General Randolph McCall Pate	1 January 1956–31 December 1959
General David M. Shoup	1 January 1960–31 December 1963
General Wallace M. Greene Jr.	1 January 1964–31 December 1967

General Leonard F. Chapman Jr. ....	1 January 1968–31 December 1971
General Robert E. Cushman Jr. ....	1 January 1972–30 June 1975
General Louis H. Wilson** .....	1 July 1975–30 June 1979
General Robert H. Barrow .....	1 July 1979–30 June 1983
General Paul X. Kelley .....	1 July 1983–30 June 1987
General Alfred M. Gray Jr. ....	1 July 1987–1 July 1991
General Carl E. Mundy Jr. ....	1 July 1991–30 June 1995
General C.C. Krulak .....	1 July 1995–30 June 1999
General James L. Jones Jr. ....	1 July 1999–13 January 2003
General Michael W. Hagee .....	13 January 2003–13 November 2006
General James T. Conway .....	14 November 2006–22 October 2010
General James F. Amos .....	22 October 2010–16 October 2014
General Joseph F. Dunford Jr. ....	16 October 2010–24 September 2015
General Robert Neller .....	24 September 2015–11 July 2019
General David Berger .....	11 July 2019–Present

*\*First Commandant to sit with the Joint Chiefs of Staff (beginning in 1952) on matters of concern to the Marine Corps.*

*\*\*First Commandant to be a full member of the Joint Chiefs of Staff, as per PL 95-485 (20 October 1978).*

## G. CHIEFS OF THE NATIONAL GUARD BUREAU

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Lt. Gen. H. Steven Blum, USA .....	11 April 2003–17 November 2008
General Craig R. McKinley, USAF .....	3 January 2012–6 September 2012
General Frank J. Grass, USA .....	7 September 2012–3 August 2016
General Joseph L. Lengyel .....	3 August 2016–Present

The Chief of the National Guard Bureau became a member of the Joint Chiefs on Dec. 31 when the 2012 National Defense Authorization Act was signed into law. The National Guard Bureau became a joint activity of DoD on 28 January 2008 when P.L. 110-181 was signed into law.

## H. DIRECTORS OF THE JOINT STAFF

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While not a member of the Joint Chiefs of Staff, the Director of the Joint Staff (DJS) was established by the 1947 National Security Act and was to be appointed by the Joint Chiefs of Staff to perform such duties as directed by the Joint Chiefs. With the passage of the 1949 National Security Act Amendments and the creation of the position of Chairman of the Joint Chiefs of Staff, the Chairman, after consultation with the other members of the Joint Chiefs of Staff and with the approval of the Secretary of Defense, appoints the DJS. The Director assists the Chairman of the Joint Chiefs of Staff in fulfilling his responsibilities as the principal military adviser to the President and Secretary of Defense by developing and providing strategic direction, policy guidance and planning focus to the Joint Staff and by fostering clear communication among the President, Secretary of Defense, unified commands, and services.

Maj. Gen. Alfred M. Gruenther, USA .....	17 September 1947–19 September 1949
Vice Adm. Arthur C. Davis, USN .....	20 September 1949–1 November 1951
Lt. Gen. Charles P. Cabell, USAF .....	2 November 1951–23 April 1953

Lt. Gen. Frank F. Everest, USAF	24 April 1953–18 March 1954
Lt. Gen. Lemuel Mathewson, USA	19 March 1954–14 March 1956
Vice Adm. Bernard L. Austin, USN	15 March 1956–31 March 1958
Lt. Gen. Oliver S. Picher, USAF	1 April 1958–31 March 1960
Lt. Gen. Earle G. Wheeler, USA	1 April 1960–24 February 1962
Vice Adm. Herbert D. Riley, USN	25 February 1962–23 February 1964
Lt. Gen. David A. Burchinal, USAF	24 February 1964–31 July 1966
Lt. Gen. Andrew J. Goodpaster, USA	1 August 1966–31 March 1967
Lt. Gen. Berton E. Spivy Jr., USA	1 April 1967–31 July 1968
Vice Adm. Nels C. Johnson, USN	1 August 1968–19 July 1970
Lt. Gen. John W. Vogt, USAF	20 July 1970–7 April 1972
Rear Adm. Mason B. Freeman, USN (Acting)	8 April 1972–11 June 1972
Lt. Gen. George M. Seignious II, USA	12 June 1972–31 May 1974
Vice Adm. Harry D. Train II, USN	1 June 1974–30 June 1976
Lt. Gen. Ray B. Sitton, USAF	1 July 1976–30 June 1977
Vice Adm. Patrick J. Hannifin, USN	1 July 1977–20 June 1978
Maj. Gen. John A. Wickham Jr., USA (Acting)	1 July 1978–21 August 1978
Lt. Gen. John A. Wickham Jr., USA	22 August 1978–22 June 1979
Vice Adm. Carl Thor Hanson, USN	22 June 1979–30 June 1981
Lt. Gen. James E. Dalton, USAF	1 July 1981–30 June 1983
Lt. Gen. Jack N. Merritt, USA	1 July 1983–30 June 1985
Vice Adm. Powell F. Carter Jr., USN	1 July 1985–14 August 1987
Lt. Gen. Robert W. RisCassi, USA	15 August 1987–30 November 1988
Lt. Gen. Hansford T. Johnson, USAF	1 December 1988–20 September 1989
Maj. Gen. Gene A. Deegan, USMC (Acting)	21 September 1989–26 September 1989
Lt. Gen. Michael P.C. Carns, USAF	27 September 1989–16 May 1991
Lt. Gen. Henry Viccellio Jr., USAF	17 May 1991–1 December 1992
Vice Adm. Richard C. Macke, USN	1 December 1992–18 July 1994
Maj. Gen. Charles T. Robertson Jr., USAF (Acting)	19 July 1994–24 July 1994
Lt. Gen. Walter Kross, USAF	25 July 1994–12 July 1996
Maj. Gen. Stephen T. Rippe, USA (Acting)	13 July 1996–13 September 1996
Vice Adm. Dennis C. Blair, USN	14 September 1996–12 December 1998
Vice Adm. Vernon E. Clark, USN	12 December 1998–26 July 1999
Lt. Gen. Carlton W. Fulford, USMC	26 July 1999–14 July 2000
Lt. Gen. John P. Abizaid, USA	16 October 2001–23 January 2003
Vice Adm. Timothy J. Keating, USN	13 October 2003–October 2004
Lt. Gen. Norton A. Schwartz, USAF	October 2004–August 2005
Lt. Gen. Walter Sharp, USA	August 2005–May 2008
Lt. Gen. Stanley A. McChrystal, USA	August 2008–10 June 2009
Lt. Gen. Lloyd J. Austin III, USA	August 2009–30 June 2010
Vice Adm. William E. Gortney, USN	1 July 2010–August 2012
Lt. Gen. Curtis M. Scaparrotti, USA	August 2012–July 2013
Lt. Gen. David L. Goldfein, USAF	August 2013–August 2015

Lt. Gen. William C. Mayville Jr., USA	August 2015–July 2017
Lt. Gen. Kenneth F. McKenzie, USMC	August 2017–28 February 2019
Vice Adm. Michael M. Gilday, USN	1 March 2019–22 August 2019
Lt. Gen. Glen D. VanHerck, USAF	1 September 2019–Present

## VII. UNDER SECRETARIES OF DEFENSE

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PL 95-0140, 21 October 1977, established the position of Under Secretary of Defense at a level immediately below the Deputy Secretary of Defense. The two initial appointees to this rank were the Under Secretary for Policy and the Under Secretary for Research and Engineering, the latter replacing the Director of Defense Research and Engineering. The Military Reform Act of 1986, PL 99-348, 1 July 1986, established the position of Under Secretary for Acquisition as the successor to the Under Secretary for Research and Engineering, with enhanced rank (from Executive Level III to Executive Level II) and functions. A few months later, the National Defense Authorization Act for Fiscal Year 1997, PL 99-661, 14 November 1986, spelled out in more detail the duties of the Under Secretary of Defense (Acquisition). See the Under Secretary listings below for subsequent changes in the title of this position.

The National Defense Authorization Act for 1994, PL 103-160, 30 November 1993, established the position of Under Secretary of Defense for Personnel and Readiness. The National Defense Authorization Act for 1995, PL 103-337, raised the Comptroller to Under Secretary/Comptroller. The National Defense Authorization Act for Fiscal Year 2003, PL 107-314, 2 December 2002, established the position of Under Secretary of Defense for Intelligence.

The National Defense Authorization Act for Fiscal Year 2017, PL 114-328, as amended by the National Defense Authorization Act for Fiscal Year 2018, PL 115-91, reestablished an Under Secretary of Defense for Research and Engineering and an Under Secretary of Defense for Acquisition and Sustainment. The Deputy Secretary of Defense's 13 July 2018 memorandum finalized an organizational structure for the Department of Defense's acquisition organization between the Under Secretary of Defense for Research and Engineering and the Under Secretary of Defense for Acquisition and Sustainment.

The six current Under Secretary positions are listed by order of precedence.

### A. RESEARCH AND ENGINEERING

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PL 95-140, 21 October 1977, created the position of Under Secretary of Defense (Research and Engineering) to replace the Director of Research and Engineering (see part IX.B.7, *Former Assistant Secretary of Defense Positions, Research and Engineering*, for predecessors of this position). It was succeeded by the Under Secretary of Defense (Acquisition) in 1986.

The National Defense Authorization Act for Fiscal Year 2017, PL 114-328, as amended by the National Defense Authorization Act for Fiscal Year 2018, PL 115-81, reestablished the position of Under Secretary of Defense for Research and Engineering. As codified at section 133a of United States Code Title 10 and finalized in the Deputy Secretary of Defense's 13 July 2018 memorandum, the Under Secretary of Defense for Research and Engineering serves as the principal staff assistant and adviser to the Secretary and Deputy Secretary of Defense on all research and engineering, and as the chief technical officer of the Department with the mission of advancing technology and innovation.

#### Under Secretary of Defense (Research and Engineering)

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WILLIAM J. PERRY . . . . . 21 OCTOBER 1977–20 JANUARY 1981

- Director, Defense Research and Engineering, 11 April 1977–21 October 1977, when position was raised to the Under Secretary level

- Secretary of Defense, 3 February 1994–24 January 1997 (see profile in part II, *Secretaries of Defense*)

WALTER B. LABERGE (Acting) 21 JANUARY 1981–10 MARCH 1981

- Served in U.S. Navy, 1943–1947
- Assistant Secretary of the Air Force (Research and Development), 1973–1975
- Under Secretary of the Army, 1977–1980
- Principal Deputy to the Under Secretary of Defense (Research and Engineering), 1980–1984

JAMES P. WADE JR. (Acting) . 11 MARCH 1981–6 MAY 1981

- Assistant to the Secretary of Defense for Atomic Energy and chairman of Military Liaison Committee to Department of Energy, 1978–1981

RICHARD D. DELAUER . . . . . 6 MAY 1981–30 NOVEMBER 1984

- U.S. Navy, 1942–1966
- Laboratory director of Space Tech Labs, 1958–1960; Titan program, 1960–1966
- Official with TRW, Inc., 1968–1981

JAMES P. WADE JR. (Acting) . 1 DECEMBER 1984–5 JULY 1985

- Assistant Secretary of Defense (Development and Support), August 1984–July 1985
- Assistant Secretary of Defense (Acquisitions and Logistics), 1985–1986

DONALD A. HICKS . . . . . 2 AUGUST 1985–10 OCTOBER 1986

- Chief of applied physics for Boeing Company
- Research physicist with Lawrence Radiation Laboratories, Livermore, California

## **Under Secretary of Defense (Research and Engineering)**

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MICHAEL D. GRIFFIN . . . . . 20 FEBRUARY 2018–PRESENT

- Administrator, National Aeronautics and Space Administration, 2005–2009
- President, American Institute of Aeronautics and Astronautics, 2012–2014
- Chairman, CEO, Shafer Corporation, 2012–2018

## **B. ACQUISITION AND SUSTAINMENT**

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This position was established by PL 99-348 in 1986 as the Under Secretary of Defense (Acquisition) and by DoD Directive 5134.1, 10 February 1987. The title changed to Under Secretary of Defense (Acquisition and Technology) in NDAA Fiscal Year (FY) 1994 (PL 103-160), 30 November 1993. The National Defense Authorization Act for FY 2000 (PL 106-65), 5 October 1999, redesignated the position as the Under Secretary of Defense (Acquisition, Technology, and Logistics). Appointee served as the principal assistant to the Secretary of Defense for research and development, production, procurement, logistics, and military construction.

The National Defense Authorization Act for Fiscal Year 2017, PL 114-328, as amended by the National Defense Authorization Act for Fiscal Year 2018, PL 115-81, created the position of Under Secretary of Defense for Acquisition and Sustainment, and disestablished the position of Under Secretary of Defense for Acquisition, Technology, and Logistics. As codified at section 133b of United States Code Title 10 and finalized in the Deputy Secretary of Defense's 13 July 2018 memorandum, the Under Secretary of Defense for Acquisition and Sustainment serves as the principal adviser to the Secretary on acquisition and sustainment in the Department.



## Under Secretary of Defense (Acquisition)

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- RICHARD P. GODWIN . . . . . 30 SEPTEMBER 1986–30 SEPTEMBER 1987
- Service with the Atomic Energy Commission and with Bechtel, Inc., 1961–1986
  - Member of the Defense Science Board
- ROBERT B. COSTELLO . . . . 18 DECEMBER 1987–12 MAY 1989
- Served in U.S. Navy, World War II
  - General Motors Corporation, 1960–1986
  - Assistant Secretary of Defense (Production and Logistics), 1987
- JOHN A. BETTI . . . . . 11 AUGUST 1989–31 DECEMBER 1990
- With Chrysler Corporation, 1952–1962, and subsequently Ford Motor Company
- DONALD J. YOCKEY . . . . . 20 JUNE 1991–20 JANUARY 1993
- Served in U.S. Army and U.S. Air Force, 1944–1966
  - Rockwell International Corporation, 1966–1986
  - Principal Deputy Under Secretary (Acquisition), March–December 1990
  - Acting Under Secretary (Acquisition), 1 January 1991–20 June 1991

## Under Secretary of Defense (Acquisition and Technology)

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- JOHN M. DEUTCH . . . . . 2 APRIL 1993–11 MARCH 1994
- Systems analyst, OSD, 1961–1965
  - Under Secretary, Department of Energy, 1979–1980
  - Tenure spans designation of position as Under Secretary of Defense (Acquisition) and Under Secretary of Defense (Acquisition and Technology)
- PAUL G. KAMINSKI . . . . . 3 OCTOBER 1994–16 MAY 1997
- Special Assistant to the Under Secretary of Defense for Research and Engineering, 1977–1981

## Under Secretary of Defense (Acquisition, Technology, and Logistics)

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- JACQUES S. GANSLER . . . . 10 NOVEMBER 1997–5 JANUARY 2001
- Engineer and economist
  - Singer Corporation, ITT, Raytheon Corporation, and TASC, Inc.
  - Deputy Assistant Secretary of Defense (Materiel Acquisition), and Assistant Director, Defense Research and Engineering (Electronics)
- EDWARD C. ALDRIDGE JR. . . 10 MAY 2001–23 MAY 2003
- Deputy Assistant Secretary of Defense for Strategic Programs, 1974–1976
  - Director, Planning and Evaluation, 1976–1977
  - Under Secretary of the Air Force, 1981–1986
  - Secretary of the Air Force, 1986–1988
- MICHAEL W. WYNNE (Acting) 23 MAY 2003–JUNE 2005
- Served in U.S. Air Force
  - Official with General Dynamics, 1976–1999
  - Principal Deputy Under Secretary of Defense (Acquisition and Technology), 2001–2005
- KENNETH J. KRIEG . . . . . 6 JUNE 2005–20 JULY 2007
- Special Assistant to Secretary of Defense, 2001–2003
  - Director, Program Analysis and Evaluation, 2003–2005

JOHN J. YOUNG JR. (Acting) . 21 JULY 2007–20 NOVEMBER 2007

JOHN J. YOUNG JR. . . . . 21 NOVEMBER 2007–20 JANUARY 2009

- Sandia National Laboratory
- Professional staffer, Senate Appropriations Defense Subcommittee
- Assistant Secretary of the Navy for Research, Development, and Acquisition, 2001–2005
- Director of Defense Research and Engineering, 2005–2007

ASHTON B. CARTER . . . . . 27 APRIL 2009–6 OCTOBER 2011

- (see profile in part II, *Secretaries of Defense*)

FRANK KENDALL III (Acting) 6 OCTOBER 2011–24 MAY 2012

FRANK KENDALL III . . . . . 24 MAY 2012–20 JANUARY 2017

- Served in U.S. Army
- Vice president of Engineering for Raytheon Company
- Assistant Deputy Under Secretary of Defense (Strategic Defense Systems)
- Member, Army Science Board and the Defense Intelligence Agency Science and Technology Advisory Board
- Principal Deputy Under Secretary of Defense (Acquisitions, Technology, and Logistics), 2010–2012

## **Under Secretary of Defense (Acquisition and Sustainment)**

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ELLEN M. LORD . . . . . 1 AUGUST 2017–1 FEBRUARY 2018

- President and Chief Executive Officer, Textron Systems Corporation, 2012–2017

## **C. POLICY**

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This position was established in PL 95-140 (21 October 1977), and its duties were enumerated in DoD Directive 5111.1 (27 October 1978). The Under Secretary of Defense (Policy) is the principal adviser to the Secretary of Defense for all matters pertaining to the formulation of national security and defense policy and the integration and oversight of DoD policy and plans to achieve national security objectives.

STANLEY R. RESOR . . . . . 14 AUGUST 1978–1 APRIL 1979

- Secretary of the Army, 5 July 1965–30 June 1971 (see profile in part IV.A, *Secretaries of the Military Departments, Army*)

ROBERT W. KOMER . . . . . 24 OCTOBER 1979–20 JANUARY 1981

- Served in U.S. Army, 1943–1946
- Central Intelligence Agency, 1947–1960
- National Security Council staff, 1961–1965
- Ambassador to Turkey, 1968–1969

FRED C. IKLÉ . . . . . 2 APRIL 1981–19 FEBRUARY 1988

- Professor, MIT, 1964–1967
- Head, Social Science Department, RAND Corporation, 1967–1973
- Director, U.S. Arms Control and Disarmament Agency, 1973–1977

PAUL D. WOLFOWITZ . . . . . 15 MAY 1989–19 JANUARY 1993

- Deputy Secretary of Defense, 2 March 2001–1 May 2005 (see profile in part III, *Deputy Secretaries of Defense*)

FRANK T. WISNER . . . . .	6 JULY 1993–9 JUNE 1994	<ul style="list-style-type: none"> <li>• Joined Foreign Service in 1961</li> <li>• Under Secretary of State for International Security Affairs, 1992–1993</li> </ul>
WALTER B. SLOCOMBE . . . .	15 SEPTEMBER 1994–19 JANUARY 2001	<ul style="list-style-type: none"> <li>• Principal Deputy Assistant Secretary of Defense (International Security Affairs) and director, DoD SALT task force, 1977–1979</li> <li>• Deputy Under Secretary for Policy Planning, 1979–1981</li> <li>• Principal Deputy Under Secretary (Policy), 1993–1994</li> </ul>
DOUGLAS J. FEITH. . . . .	16 JULY 2001–8 AUGUST 2005	<ul style="list-style-type: none"> <li>• National Security Council staff, 1981–1982</li> <li>• Special counsel to Assistant Secretary of Defense (International Security Affairs), 1982–1984</li> <li>• Deputy Assistant Secretary of Defense (Negotiations Policy), 1984–1986</li> <li>• Practicing attorney, 1986–2001</li> </ul>
ERIC S. EDELMAN . . . . .	9 FEBRUARY 2006–20 JANUARY 2009	<ul style="list-style-type: none"> <li>• Career Foreign Service officer</li> <li>• Ambassador to Finland, 1998–2001</li> <li>• Principal Deputy Assistant to the Vice President for National Security Affairs, 2001–2003</li> <li>• Ambassador to Turkey, 2003–2005</li> </ul>
MICHÈLE FLOURNOY . . . . .	9 FEBRUARY 2009–30 JANUARY 2012	<ul style="list-style-type: none"> <li>• Principal Deputy Assistant Secretary of Defense (Strategy and Threat Reduction) and Deputy Assistant Secretary of Defense (Strategy), 1993–1998</li> <li>• Research professor at Institute for National Strategic Studies, National Defense University, 1998–2000</li> <li>• Member of the Defense Policy Board and the Defense Science Board Task Force on Transformation, 1998–2001</li> <li>• Senior Advisor, Center for Strategic and International Studies, 2000–2006</li> <li>• President and Co-Founder, Center for a New American Security, 2007–2009</li> </ul>
JAMES N. MILLER Jr. (Acting)	1 FEBRUARY–23 MAY 2012	
JAMES N. MILLER Jr. . . . .	24 MAY 2012–8 JANUARY 2013	<ul style="list-style-type: none"> <li>• Professional staff, House Armed Services Committee, 1988–1992</li> <li>• Professor, Duke University, 1992–1997</li> <li>• Deputy Assistant Secretary of Defense (Requirements, Plans, and Counterproliferation Policy), 1997–2000</li> <li>• Senior vice president, Center for a New American Security, 2007–2009</li> <li>• Principal Deputy Under Secretary (Policy), 2009–2012</li> </ul>
CHRISTINE WORMUTH. . . . .	23 JUNE 2014–10 JUNE 2016	<ul style="list-style-type: none"> <li>• Principal Deputy Assistant Secretary for Homeland Defense and Americas Security Affairs, 2009–2010</li> <li>• Special Assistant to the President and Senior Director for Defense Policy and Strategy, 2010–2012</li> <li>• Deputy Under Secretary of Defense for Strategy, Plans and Force Development, 2012–2013</li> </ul>
BRIAN MCKEON (Acting). . . .	11 JUNE 2016–20 JANUARY 2017	
ROBERT S. KAREM (Acting) . .	20 JANUARY 2017–10 OCTOBER 2017	

DAVID J. TRACHTENBERG . . . 17 OCTOBER 2017–3 JANUARY 2018  
(Acting)

JOHN C. ROOD . . . . . 3 JANUARY 2018–PRESENT

- Senior Vice President, Lockheed Martin International
- Acting Under Secretary of State for Arms Control and International Security, 2007-2009
- Assistant Secretary of State for Arms Control and International Security, 2006-2007

## D. COMPTROLLER/CHIEF FINANCIAL OFFICER

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This position is an upgrade of the position of Comptroller from Assistant Secretary to Under Secretary level by NDAA FY95 (PL 103-337, 5 October 1994). (See part IX.B.4, *Former Assistant Secretary of Defense Positions, Comptroller*, for predecessors of this position.) According to DoD Directive 5118.03, the Under Secretary of Defense (Comptroller)/Chief Financial Officer is the Principal Staff Assistant and advisor to the Secretary of Defense for budgetary and financial matters.

JOHN J. HAMRE . . . . . 5 SEPTEMBER 1994–29 JULY 1997

- Deputy Secretary of Defense, 29 July 1997–31 March 2000 (see profile in part III, *Deputy Secretaries of Defense*)

WILLIAM J. LYNN . . . . . 19 NOVEMBER 1997–19 JANUARY 2001

- Deputy Secretary of Defense, 12 February 2009–5 October 2011 (see profile in part III, *Deputy Secretaries of Defense*)

DOV S. ZAKHEIM . . . . . 3 MAY 2001–15 APRIL 2004

- Deputy Under Secretary of Defense (Planning and Resources), 1985–1987
- Vice president of System Planning Corporation, 1987–2001

LAWRENCE J.

LANZILLOTTA (Acting) . . . . . 15 APRIL 2004–27 JULY 2004

- Served in U.S. Army
- Professional staff, Senate Armed Services Committee
- Deputy Under Secretary of Defense (Management Reform), 2002–2004

TINA W. JONAS . . . . . 28 JULY 2004–26 SEPTEMBER 2008

- Senior Budget Examiner, Office of Management and Budget, 1991–1995
- Professional Staff, House Committee on Appropriations, 1995–2001
- Deputy Under Secretary of Defense for Financial Management, 2001–2002
- Assistant Director and Chief Financial Officer, Federal Bureau of Investigation, 2002–2004

ROBERT F. HALE . . . . . 9 FEBRUARY 2009–27 JUNE 2014

- Served in U.S. Navy, 1969–1972
- Director, National Security Division of Congressional Budget Office, 1982–1994 Assistant Secretary of the Air Force (Financial Management and Comptroller), 1994–2001
- Executive Director of the American Society of Military Comptrollers, 2005–2009

MICHAEL McCORD . . . . . 27 JUNE 2014–20 JANUARY 2017

- Professional Staff, Senate Committee on Armed Services, 1987-2003
- Budget Analyst, House Committee on the Budget, 2003-2004
- Professional Staff, Senate Committee on Armed Services, 2004-2009
- Principal Deputy Under Secretary of Defense (Comptroller), 2009-2014

JOHN P. ROTH . . . . . 20 JANUARY 2017–1 JUNE 2017

DAVID L. NORQUIST . . . . . 2 JUNE 2017–30 JULY 2019

- Deputy Under Secretary of Defense (Comptroller), 2002-2006
- Chief Financial Officer, Homeland Security, 2006-2008
- Partner, Kearny and Company, 2008-2017
- Performing the Duties Of the Deputy Secretary of Defense, 1 January 2019–

ELAINE A. McCUSKER . . . . . 31JULY 2019-PRESENT  
(Acting)

## E. PERSONNEL AND READINESS

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The National Defense Authorization Act for FY94 (PL 103-160, 30 November 1993) created the position of Under Secretary of Defense for Personnel and Readiness. On 17 March 1994, DoD Directive 5124.02 established the position to incorporate the functions of the Assistant Secretary of Defense (Force Management and Personnel) and authorized authority over the Assistant Secretary of Defense (Reserve Affairs) and the Assistant Secretary of Defense (Health Affairs). (See part IX.B.6, *Former Assistant Secretary of Defense Positions, Manpower*, for predecessors of this position.) The Under Secretary of Defense for Personnel and Readiness is the Principal Staff Assistant and advisor to the Secretary of Defense for Total Force management; National Guard and Reserve Component affairs; health affairs; readiness and training; military and civilian personnel requirements; language; dependents' education; equal opportunity; morale, welfare, recreation; and quality-of-life matters.

EDWIN DORN . . . . . 16 MARCH 1994–7 JULY 1997

- Deputy director for research at the Joint Center for Political and Economic Studies, 1981–1990
- Assistant Secretary of Defense (Force Management and Personnel), 1993–1994

RUDY deLEON . . . . . 5 AUGUST 1997–31 MARCH 2000

- Deputy Secretary of Defense, 31 March 2000–1 March 2001 (see profile in part III, *Deputy Secretaries of Defense*)

CHARLES L. CRAGIN (Acting). 31 MARCH 2000–23 MAY 2000

- Served in U.S. Navy, 1951–1964
- Practicing attorney
- Principal Deputy Assistant Secretary of Defense for Reserve Affairs

BERNARD D. ROSTKER . . . . . 23 MAY 2000–19 JANUARY 2001

- Director, Selective Service System, 1979–1981
- Assistant Secretary of the Navy, 1994–1998
- Under Secretary of the Army, 1998–2000

CHARLES L. CRAGIN (Acting). 20 JANUARY 2001–31 MAY 2001

DAVID S. C. CHU . . . . . 1 JUNE 2001–20 JANUARY 2009

- Served in U.S. Army, 1968–1970
- Assistant Secretary of Defense and Director for Program Analysis and Evaluation, 1981–1993
- Director, RAND Washington Office, 1994–1998

GAIL MCGINN . . . . . 21 JANUARY 2009–8 FEBRUARY 2010  
(Performing the Duties Of)

CLIFFORD L. STANLEY . . . .	9 FEBRUARY 2010–26 OCTOBER 2011	<ul style="list-style-type: none"><li>• Served in U.S. Marine Corps, 1969– 2002</li><li>• President, Scholarship America, 2004–2009</li></ul>
JO ANN ROONEY (Acting) . . .	27 OCTOBER 2011–24 MAY 2012	<ul style="list-style-type: none"><li>• Chief counsel, The Lyons Companies, 1996– 2002</li><li>• President, Spalding University, 2002–2010</li><li>• Principal Deputy Under Secretary of Defense for Personnel and Readiness, 2011–2012</li></ul>
ERIN C. CONATON . . . . .	24 MAY 2012—31 DECEMBER 2012	<ul style="list-style-type: none"><li>• Professional staff, House Armed Services Committee, 2001–2010</li><li>• Under Secretary of the Air Force, 2010–2012</li></ul>
JESSICA L. WRIGHT . . . . .	27 JUNE 2014–20 MARCH 2015	<ul style="list-style-type: none"><li>• Served 35 years in Pennsylvania Army National Guard, retiring as major general</li><li>• Assistant Secretary of Defense for Reserve Affairs, May 2012 – January 2013</li></ul>
BRAD R. CARSON (Acting).....	2 April 2015–8 APRIL 2016	<ul style="list-style-type: none"><li>• Member of U.S. House of Representatives from Oklahoma, 2001–2005</li><li>• Under Secretary of the Army, March 2014–April 2015</li></ul>
PETER LEVINE (Acting).....	11 APRIL 2016– 20 JANUARY 2017	
ANTHONY KURTA . . . . .	20 JANUARY 2017–21 NOVEMBER 2017	
(Performing the Duties Of)		
ROBERT L. WILKIE . . . . .	21 NOVEMBER 2017–30 MARCH 2018	<ul style="list-style-type: none"><li>• Senior Advisor, Senator Thom Tillis, 2015-2017</li><li>• Vice President, CH2M HILL Companies Ltd., 2010-2015</li><li>• Acting Assistant Secretary of Defense for Legislative Affairs, 2006-2009</li></ul>
STEPHANIE BARNA. . . . .	30 MARCH 2018–25 OCTOBER 2018	
(Performing the Duties Of)		
JAMES STEWART . . . . .	25 OCTOBER 2018–PRESENT	
(Performing the Duties Of)		

## F. INTELLIGENCE

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The position was established by the Bob Stump National Defense Authorization Act for Fiscal Year 2003, PL 107-314 (2 December 2002). The Under Secretary of Defense (Intelligence) was authorized to perform such duties and exercise such powers in the intelligence area as prescribed by the Secretary of Defense. (See part IX.B.3, *Former Assistant Secretary of Defense Positions, Command, Control, Communications, and Intelligence*, for predecessors of this position.) According to DoD Directive 5143.01, the Under Secretary of Defense (Intelligence) is the principal staff assistant and advisor to the Secretary of Defense and Deputy Secretary of Defense regarding intelligence, counterintelligence, security, sensitive activities, and other intelligence-related matters.

STEPHEN A. CAMBONE . . . .	10 MARCH 2003–31 DECEMBER 2006	<ul style="list-style-type: none"><li>• Director, Strategic Defense Policy in the Office of the Secretary of Defense, 1990–1993</li><li>• Senior Fellow, Center for Strategic and International Studies, 1993–1998</li><li>• Director of Research, Institute for National Strategic Studies at National Defense University, 1998–2000</li></ul>
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	<ul style="list-style-type: none"> <li>• Principal Deputy Under Secretary of Defense for Policy, 2001–2002</li> <li>• Under Secretary of Defense for Intelligence, 2003–2006</li> </ul>
JAMES CLAPPER . . . . .	15 APRIL 2007–9 AUGUST 2010
	<ul style="list-style-type: none"> <li>• Served in U.S. Marine Corps and U.S. Air Force, 1963–1995</li> <li>• Director, Defense Intelligence Agency, 1991–1995</li> <li>• Director, National Geospatial-Intelligence Agency, 2001–2006</li> </ul>
MICHAEL G. VICKERS . . . . .	28 JANUARY 2011–17 MARCH 2011
(Acting)	
MICHAEL G. VICKERS . . . . .	17 MARCH 2011–30 APRIL 2015
	<ul style="list-style-type: none"> <li>• Served in U.S. Army, 1973–1986</li> <li>• Senior vice president, Center for Strategic and Budgetary Assessments, 1996–2007</li> <li>• Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict and Interdependent Capabilities, 2007–2011</li> </ul>
MARCEL LETTRE . . . . .	5 February 2016–20 JANUARY 2017
	<ul style="list-style-type: none"> <li>• Acting Under Secretary of Defense for Intelligence, April 2015–February 2015</li> <li>• Principal Deputy Under Secretary of Defense for Intelligence, October 2013 to May 2015</li> <li>• Special Assistant to the Secretary of Defense, 2011–2013</li> </ul>
TODD LOWERY . . . . .	20 JANUARY 2017–1 JUNE 2017
(Performing the Duties Of)	
KARI A. BINGEN (Acting) . . .	2 JUNE 2017–21 NOVEMBER 2017
JOSEPH D. KERNAN . . . . .	21 NOVEMBER 2017–PRESENT
	<ul style="list-style-type: none"> <li>• Vice President, SAP National Security Services Inc., 2013–2017</li> <li>• Deputy Commander, USSOUTHCOM, 2011–2013</li> <li>• Served in U.S. Navy, 1981–2013</li> </ul>

# VIII. SPECIFIED OFFICIALS\*

Over time Congress has created a number of senior positions that fall in rank between the Under Secretaries of Defense and the Assistant Secretaries of Defense as well as a number of positions that are non-Presidentially Appointed Senate-Confirmed (PAS) principal staff assistants to the Secretary of Defense. For the sake of simplicity, these positions are listed together in this section.

*\*Not comprehensive; listing order is alphabetical and does not reflect order of succession*

## A. DEPUTY CHIEF MANAGEMENT OFFICERS OF THE DEPARTMENT OF DEFENSE

This position was established by NDAA FY08, PL 110-181 (28 January 2008). The Deputy Secretary of Defense served as the Chief Management Officer of the Department of Defense and was assisted in this capacity by a Deputy Chief Management Officer. The Secretary assigned such duties and authorities to the Deputy Chief Management Officer as were necessary for that official to assist the Chief Management Officer to effectively and efficiently organize the business operations of the Department of Defense. The office was established on 9 October 2008 and was governed by DOD Directive 5105.82, 17 October 2008. Congress further stipulated in Section 904 of NDAA FY09, PL 110-417 (14 October 2008) that the Deputy Chief Management Officer should serve as Vice Chairman of the Defense Business Systems Management Committee (DBSMC) and act as Chairman in the Deputy Secretary’s absence. Effective October 2001, the Defense Business Council is the subordinate governance board to the Deputy’s Management Action Group (DMAG) regarding the management of the Department’s business operations in accordance with DoD Directive 5105.79. The DBC is co-chaired by the DCMO of the Department of Defense and the DoD Chief Information Office. The Deputy Secretary merged a number of senior leadership bodies with the DMAG, including the DBSMC, in late 2011. The Deputy Chief Management Officer ranked in precedence just after the Under Secretaries and was paid at the same rate (Level III of the Executive Schedule. *NOTE: Level III of the Executive Schedule is a separate publication).*

Elizabeth A. McGrath	22 June 2010–30 November 2013
Kevin Scheid (Acting)	1 December 2013–23 May 2014
David Tillotson III (Acting)	27 May 2014–8 November 2017
John H. Gibson II	8 November 2017–1 February 2018
Lisa W. Hershman	3 April 2018–Present

## B. DIRECTORS OF COST ASSESSMENT AND PROGRAM EVALUATION

### ASSISTANT SECRETARY OF DEFENSE (SYSTEMS ANALYSIS)

New Assistant Secretary position established on 10 September 1965.

Alain C. Enthoven	10 September 1965–20 January 1969
Ivan Selin (Acting)	31 January 1969–30 January 1970
Gardiner L. Tucker	30 January 1970–30 March 1973

Position title changed to Director of Defense Program Analysis and Evaluation on 11 April 1973.

## **DIRECTOR, DEFENSE PROGRAM ANALYSIS AND EVALUATION**

Leonard Sullivan ..... 21 May 1973–11 February 1974  
Position title changed to Assistant Secretary of Defense (Program Analysis and Evaluation) on 29 March 1974.

## **ASSISTANT SECRETARY OF DEFENSE (PROGRAM ANALYSIS AND EVALUATION)**

Leonard Sullivan ..... 11 February 1974–13 March 1976  
Position title changed to Director for Planning and Evaluation on 18 May 1976.

## **DIRECTOR FOR PLANNING AND EVALUATION**

Edward C. Aldridge Jr. .... 18 May 1976–11 March 1977  
Position designated Assistant Secretary of Defense (Program Analysis and Evaluation) on 28 April 1977.

## **ASSISTANT SECRETARY OF DEFENSE (PROGRAM ANALYSIS AND EVALUATION)**

Russell Murray II. .... 28 April 1977–20 January 1981  
Position title changed to Director of Program Analysis and Evaluation in May 1981.

## **DIRECTOR OF PROGRAM ANALYSIS AND EVALUATION**

David S.C. Chu ..... 19 May 1981–13 July 1988  
Position designated Assistant Secretary of Defense (Program Analysis and Evaluation) on 13 July 1988 (DoD Directive 5141.1, 1 February 1989).

## **ASSISTANT SECRETARY OF DEFENSE (PROGRAM ANALYSIS AND EVALUATION)**

Provides economic analyses of defense programs and examines implications of manpower resources on specific force structure plans. Studies security assistance programs and allied and foreign military requirements and capabilities of forces, materiel basing, and nuclear requirements.

David S.C. Chu ..... 13 July 1988–20 January 1993  
Position designated Director of Program Analysis and Evaluation on 25 June 1993.

## **DIRECTORS OF PROGRAM ANALYSIS AND EVALUATION**

William J. Lynn ..... 25 June 1993–19 November 1997  
Robert R. Soule ..... 1 July 1998–27 April 2001  
Barry D. Watts ..... 1 May 2001–1 July 2002  
Stephen A. Cambone ..... 1 July 2002–7 March 2003  
Kenneth J. Krieg ..... 23 July 2003–6 June 2005

Bradley M. Berkson\* . . . . . 6 June 2005–3 April 2009

\*Berkson was dual-hatted as Director of Program Analysis and Evaluation and Acting Assistant Secretary of Defense (Logistics and Materiel Readiness).

## **DIRECTORS, COST ASSESSMENT AND PROGRAM EVALUATION**

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Public Law 111-23, the Weapon Systems Acquisition Reform Act (WSARA), signed into law 22 May 2009, established the Director, Cost Assessment and Program Evaluation (CAPE) and transferred the staff of the former Program Analysis and Evaluation (PA&E) to CAPE. WSARA, and further implemented by Under Secretary of Defense (Acquisition, Technology, and Logistics) Directive-Type Memorandum 09-027, Implementation of the Weapons System Acquisition Reform Act of 2009 (4 December 2009).

Christine H. Fox . . . . . 30 September 2009–28 June 2013

Jamie Morin . . . . . 25 June 2014–20 January 2017

Robert Daigle . . . . . 20 January 2017–18 May 2019

E.Y. (Yisroel) Brumer (Acting) . . . . . 18 May 2019–16 August 2019

John E. Whitley (Acting) . . . . . 16 August 2019–Present

## **C. DIRECTORS OF OPERATIONAL TEST AND EVALUATION**

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Position established 24 September 1983 by the Department of Defense Authorization Act, 1984, PL 98-94 (24 September 1983), and by DoD Directive 5141.2, 2 April 1984. Director is the principal staff assistant and adviser to the Secretary of Defense on operational test and evaluation matters, ensuring effectiveness and suitability of U.S. weapon systems and equipment.

John E. Krings . . . . . 18 April 1985–30 June 1989

Robert C. Duncan . . . . . 22 November 1989–20 January 1993

Lee Frame (Acting) . . . . . 21 January 1993–30 September 1994

Philip E. Coyle III . . . . . 3 October 1994–19 January 2001

Thomas P. Christie . . . . . 17 July 2001–31 January 2005

David W. Duma (Acting) . . . . . 1 February 2005–26 July 2006

Charles E. McQueary . . . . . 27 July 2006–31 May 2009

David W. Duma (Acting) . . . . . 1 June 2009–22 September 2009

J. Michael Gilmore . . . . . 23 September 2009–20 January 2017

David Duma (Acting) . . . . . 20 January 2017–16 November 2017

Robert F. Behler . . . . . 16 November 2017–Present

## **D. GENERAL COUNSELS OF THE DEPARTMENT OF DEFENSE**

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Position established by title by Reorganization Plan No. 6 of 1953 and by DoD Directive 5145.01, 24 August 1953. Position derived from one of the original three Special Assistants to the Secretary (1947) and the Assistant Secretary of Defense (Legal and Legislative Affairs), 1949–1953.

General Counsel serves as the chief legal officer of DoD, advising both the Secretary and Deputy Secretary of

Defense on all legal matters and services. Develops the Department's legislative program, establishes policy on specific legal problems, maintains repository for all international agreements of the Department, and serves as director of the Defense Legal Services Agency.

H. Struve Hensel	17 August 1953–4 March 1954
Wilber M. Brucker	23 April 1954–20 July 1955
Mansfield D. Sprague	6 October 1955–27 February 1957
Robert Dechert	28 February 1957–15 July 1959
J. Vincent Burke Jr.	14 September 1959–20 January 1961
Cyrus R. Vance	29 January 1961–30 June 1962
John T. McNaughton	5 July 1962–25 June 1964
Paul C. Warnke	3 October 1966–31 July 1967
Leonard Niederlehner (Acting)	1 August 1967–19 August 1970
J. Fred Buzhardt Jr.	20 August 1970–4 January 1974
Martin R. Hoffmann	14 March 1974–5 August 1975
Leonard Niederlehner (Acting)	6 August 1975–1 January 1976
Richard A. Wiley	2 January 1976–15 January 1977
Deanne C. Siemer	28 April 1977–15 October 1979
Togo D. West Jr.	1 February 1980–20 January 1981
William Howard Taft IV	2 April 1981–2 February 1984
Chapman B. Cox	3 May 1984–16 December 1985
H. Lawrence Garrett III	5 February 1986–6 August 1987
Kathleen A. Buck	12 November 1987–30 December 1988
Terrence O'Donnell	30 October 1989–6 March 1992
David S. Addington	12 August 1992–20 January 1993
Jamie S. Gorelick	5 May 1993–17 March 1994
Judith A. Miller	29 September 1994–7 November 1999
Douglas A. Dworkin	14 June 2000–19 January 2001
William J. Haynes II	24 May 2001–10 March 2008
Jeh C. Johnson	9 February 2009–31 December 2012
Robert Taylor (Acting)	1 January 2013–27 October 2013
Stephen W. Preston	28 October 2013–June 2015
Jennifer M. O'Connor	12 June 2016–20 January 2017
Paul Koffsky (Performing the Duties Of)	20 January 2017–August 2017
William S. Castle (Acting)	August 2017–13 July 2018
Paul C. Ney Jr.	13 July 2018–Present

## E. INSPECTORS GENERAL OF THE DEPARTMENT OF DEFENSE

The Department of Defense Authorization Act of 1983, PL 97-252, 8 September 1982, and DoD Directive 5106.1, 14 March 1983, established the Office of the Department of Defense Inspector General. This position

replaced the office of Assistant to the Secretary of Defense for Review and Oversight, established in April 1981 to check fraud, waste, and abuse in procurement. That position and the Defense Audit Service, created in 1976, were dissolved when the Office of the Inspector General began operations in May 1983.

The Inspector General is an independent official who coordinates policies and makes recommendations to further economy and efficiency in administration. The Inspector General keeps the Secretary of Defense and Congress informed about problems relating to the administration of programs and the possibility of corrective action following investigation.

Joseph H. Sherick . . . . .	2 May 1983–3 June 1986
Derek Vander Schaaf (Acting) . . . . .	3 June 1986–13 November 1987
June Gibbs Brown . . . . .	13 November 1987–20 October 1989
Derek Vander Schaaf (Acting) . . . . .	20 October 1989–28 November 1989
Susan J. Crawford . . . . .	28 November 1989–19 November 1991
Derek Vander Schaaf (Acting) . . . . .	19 November 1991–28 February 1995
Eleanor J. Hill . . . . .	1 March 1995–30 April 1999
Donald Mancuso (Acting) . . . . .	1 May 1999–26 January 2000
Joseph E. Schmitz . . . . .	2 April 2002–9 September 2005
Claude M. Kicklighter . . . . .	30 April 2007–2 July 2008
Gordon S. Heddell (Acting) . . . . .	2 July 2008–10 July 2009
Gordon S. Heddell . . . . .	10 July 2009–24 December 2011
Lynne M. Halbrooks (Acting) . . . . .	25 December 2011–21 June 2012
Jon T. Rymer . . . . .	17 September 2013–8 January 2016
Glenn A. Fine (Acting) . . . . .	10 January 2016–October 2019
Glenn A. Fine (Performing the Duties Of) . . . . .	October 2019–Present



## IX. DEPUTY UNDER SECRETARIES OF DEFENSE

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The National Defense Authorization Act for Fiscal Year 2018, PL 115-91, renamed Principal Deputy Under Secretary of Defense to Deputy Under Secretary of Defense.

### A. RESEARCH AND ENGINEERING

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The National Defense Authorization Act for Fiscal Year 2017, PL 114-328, as amended by the National Defense Authorization Act for Fiscal Year 2018, PL 115-91, reestablished the position of Under Secretary of Defense for Research and Engineering. The NDAA for FY18 renamed the Principal Deputy Under Secretary of Defense to Deputy Under Secretary of Defense and designated a Deputy Under Secretary for Research and Engineering.

Lisa Porter ..... 2 October 2018–Present

### B. ACQUISITION AND SUSTAINMENT

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Established as a statutory position, originally named Deputy Under Secretary of Defense (Acquisition) by NDAA FY87, PL 99-661 (14 November 1986). Later, reflecting the change in the title of the Under Secretary of Defense (Acquisition), this official became the Deputy Under Secretary of Defense (Acquisition and Technology). The position was designated Principal Deputy Under Secretary (Acquisition, Technology, and Logistics) by DoD Directive 5134.14 (29 December 2010).

The National Defense Authorization Act for Fiscal Year 2017, PL 114-328, as amended by the National Defense Authorization Act for Fiscal Year 2018, PL 115-81, created the position of Under Secretary of Defense for Acquisition and Sustainment and disestablished the position of Under Secretary of Defense for Acquisition, Technology, and Logistics. The NDAA for FY18 replaced the Principal Deputy Under Secretary of Defense for Acquisition, Technology, and Logistics with a Deputy Under Secretary of Defense for Acquisition and Sustainment.

Milton Lohr ..... 3 October 1988–12 May 1989  
 Donald J. Yockey ..... 12 March 1990–3 December 1990  
 Donald C. Fraser ..... 4 December 1991–13 January 1993  
 Noel Longuemare Jr. .... 18 November 1993–21 November 1997  
 David Oliver. .... 1 June 1998–14 July 2001  
 Michael W. Wynne ..... 17 July 2001–3 November 2005  
 James I. Finley ..... March 2006–20 January 2009  
 Frank Kendall ..... 5 March 2010–24 May 2012  
 Alan F. Estevez (Acting) ..... 4 June 2012–29 October 2013  
 Alan F. Estevez ..... 30 November 2013–20 January 2017  
 Alan R. Shaffer ..... 16 January 2019–Present

## C. POLICY

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Established by the National Defense Authorization Act for 1992–1993, PL 102-190 (5 December 1991).  
Designated Principal Deputy Under Secretary by DoD Directive 5111.03 (8 December 1999).

I. Lewis Libby	12 August 1992–10 January 1993
Walter B. Slocombe	1 June 1993–14 September 1994
Jan M. Lodal	3 October 1994–30 September 1998
James M. Bodner	1 October 1998–19 January 2001
Stephen A. Cambone	25 July 2001–1 July 2002
Christopher Ryan Henry	7 February 2003–August 2008
James N. Miller Jr.	8 April 2009–24 May 2012
Kathleen H. Hicks	24 May 2012–2 July 2013
Brian McKeon	28 July 2014–20 January 2017
Theresa Whelan	20 January 2017–17 October 2017
David J. Trachtenberg	18 October 2017–22 July 2019
James H. Anderson (Performing the Duties Of)	23 July 2019–Present

## D. COMPTROLLER/CHIEF FINANCIAL OFFICER

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Position established by law as one of five Principal Deputy Under Secretary of Defense positions in NDAA FY10, PL 11-84 (28 October 2009).

Michael J. McCord	22 June 2010–26 June 2014
John P. Roth (Performing the Duties Of)	27 June 2014–22 December 2015
John C. Conger	22 December 2015–20 January 2017
<i>Vacant</i>	20 January 2017–2 August 2017
Elaine A. McCusker	2 August 2017–Present

## E. PERSONNEL AND READINESS

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Position established by NDAA FY02, PL 107-107 (28 December 2001). DoD Directive 5124.08, 16 July 2003, added the word Principal to this official title.

Charles S. Abell	14 November 2002–2006
Michael L. Dominguez	11 July 2006–20 January 2009
William J. Carr (Acting)	2009–2010
Jo Ann Rooney	2 June 2011–24 May 2012
Laura Junor	31 July 2014–May 2015
William G. Bushman (Performing the Duties Of)	29 June 2019–Present

## F. INTELLIGENCE

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Position established by law as one of five Principal Deputy Under Secretary of Defense positions in NDAA FY10, PL 11-84 (28 October 2009).

Thomas A. Ferguson .....	April 2007–September 2013
Marcel Lettre .....	1 November 2013–5 February 2016
<i>Vacant.</i> .....	2 June 2017
Todd Lowery (Performing the Duties Of) .....	5 February 2016–2 June 2017
Kari A. Bingen .....	2 June 2017–Present

# X. ASSISTANT SECRETARIES OF DEFENSE

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The number, titles, and duties of the Assistant Secretaries, with or without specific statutory designation, have changed over the years as needs or interests demanded. The current Assistant Secretary positions are listed alphabetically by current title in section A of this part, with their direct lineal predecessor positions (if any) listed therein chronologically. Positions that are no longer at an Assistant Secretary level but were originally so ranked are included in section B, *Former Assistant Secretary of Defense Positions*.

## A. CURRENT ASSISTANT SECRETARY OF DEFENSE POSITIONS

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There currently are 13 Assistant Secretary positions:

- 1. Acquisition
- 2. Asian and Pacific Security Affairs
- 3. Energy, Installations, and Environment
- 4. Health Affairs
- 5. Homeland Defense and Global Security
- 6. International Security Affairs
- 7. Legislative Affairs
- 8. Sustainment
- 9. Nuclear, Chemical, and Biological Defense Programs
- 10. Readiness
- 11. Manpower and Reserve Affairs
- 12. Special Operations and Low-Intensity Conflict
- 13. Strategy, Plans, and Capabilities

### 1. ACQUISITION

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Position established by Section 906(b) of NDAA FY10, PL 111-84 (28 October 2009) to serve as principal adviser to the Secretary of Defense and the Under Secretary of Defense for Acquisition, Technology, and Logistics on matters relating to acquisition.

Katrina G. McFarland (Acting)	October 2011–24 May 2012
Katrina G. McFarland	24 May 2012–20 January 2017
Dyke Weatherington (Performing the Duties Of)	20 January 2017–14 December 2017
James A. MacStravic (Acting)	14 December 2017–18 February 2018
Kevin M. Fahey	18 February 2018–Present

### 2. ASIAN AND PACIFIC SECURITY AFFAIRS

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The position was created and defined as a result of the reorganization of the Office of the Under Secretary of Defense (Policy) announced in September 2006. It was formerly a position at the Deputy Assistant Secretary of Defense level under the Assistant Secretary of Defense (International Security Affairs).

The Assistant Secretary of Defense (Asian and Pacific Security Affairs) is the principal adviser to the Under Secretary of Defense (Policy) and the Secretary of Defense on international security strategy and policy issues of interest to DoD that relate to the governments and defense establishments of the nations and international organizations within the Asia-Pacific region. Also responsible for oversight of security cooperation programs and foreign military sales programs within the regions under its supervision, in close cooperation with U.S. Pacific Command and U.S. Central Command. Represents the Department of Defense in interagency policy deliberations and international negotiations related to the Asia-Pacific region. This position was established under the authority of United States Code, Title 10, section 138, at the discretion of the Secretary of Defense.

James J. Shinn .....	19 December 2007–14 November 2008
Mitchell Shivers (Acting) .....	14 November 2008–20 January 2009
Wallace Gregson .....	13 May 2009–1 April 2011
Peter R. Lavoy (Acting) .....	2 April 2011–8 May 2012
Mark W. Lippert .....	9 May 2012–24 April 2013
Peter R. Lavoy (Acting) .....	1 May 2013–10 January 2014
David Shear .....	17 July 2014–20 January 2017
David Helvey (Acting) .....	20 January 2017–29 December 2017
Randall G. Schriver .....	29 December 2017–Present

### 3. ENERGY, INSTALLATIONS, AND ENVIRONMENT

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The position of Assistant Secretary of Defense for Operational Energy Plans and Programs (OEP&P) was established by Congress in Section 902 of NDAA FY09, PL 110-417 (14 October 2008). The Assistant Secretary is to lead, oversee, and be accountable for operational energy plans and programs within DoD and the military services, as well as establish, coordinate, and implement the Department's operational energy strategy and advise the Secretary and Deputy Secretary regarding operational energy plans, programs, and policy. Congress further elaborated on the activities and subordination of this office in Section 903 of NDAA FY10, PL 111-84 (28 October 2009).

Sharon E. Burke .....	25 June 2010–9 May 2014
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On 19 December, 2014, the position merged with the Deputy Under Secretary of Defense for Installations and Environment when the 2015 National Defense Authorization Act was signed into law. In addition to its prior responsibilities, the position is to create policies to improve facility energy efficiency, increase renewable energy use on U.S. installations and operations, promote energy security, and manage environmental compliance, conservation, and clean-up programs.

John Conger (Performing the Duties Of) .....	20 December 2014–20 January 2017
Lucian Niemeyer .....	20 January 2017–Present

### 4. HEALTH AFFAIRS

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#### Chairman, Armed Forces Medical Policy Council

Position established in 1949.

Dr. Raymond B. Allen .....	5 July 1949–30 September 1949
Dr. Richard L. Meiling .....	1 October 1949–2 January 1951
Dr. William R. Lovelace .....	1 July 1951–31 March 1952

Dr. Melvin A. Casberg . . . . . 1 April 1952–31 March 1953  
Reorganization Plan No. 6 (1953) abolished the council. The new position of Assistant to the Secretary of Defense (Health Affairs) assumed the functions.

### **Assistant to the Secretary of Defense (Health Affairs)**

Dr. Melvin A. Casberg . . . . . 1 April 1953–2 August 1953  
Position title changed to Assistant Secretary of Defense (Health and Medical) on 3 August 1953, and some functions transferred to the Assistant Secretary of Defense (Manpower). (See part IX.B.6, *Former Assistant Secretary of Defense Positions, Manpower*.)

Dr. Melvin A. Casberg . . . . . 3 August 1953–27 January 1954  
Dr. Frank B. Berry . . . . . 28 January 1954–31 January 1961  
Position abolished on 31 January 1961, and functions transferred to Assistant Secretary of Defense (Manpower).

### **Assistant Secretary of Defense (Health and Environment)**

Position established on 23 June 1970 by DoD Directive 5136.1 after Congress (PL 91-121, 19 November 1969) designated one Assistant Secretary position for health affairs.

Dr. Louis M. Rousselot . . . . . 22 July 1970–1 July 1971  
Dr. Richard S. Wilbur . . . . . 27 July 1971–1 September 1973  
Dr. James R. Cowan . . . . . 19 February 1974–1 March 1976  
Vernon McKenzie (Acting) . . . . . 2 March 1976–8 March 1976  
On 22 January 1976, the position title changed to Assistant Secretary of Defense (Health Affairs).

### **Assistant Secretary of Defense (Health Affairs)**

The Secretary is responsible for overall supervision of the health and medical affairs of DoD. Serves as the principal staff assistant and adviser to the Secretary of Defense for all DoD health policies, programs, and activities, exercising oversight of all DoD health resources. Reports to the Under Secretary of Defense for Personnel and Readiness. One of five discretionary ASDs.

Dr. Robert N. Smith . . . . . 30 August 1976–7 January 1978  
Vernon McKenzie (Acting) . . . . . 8 January 1978–14 August 1979  
Dr. John Moxley III . . . . . 14 September 1979–9 August 1981  
Dr. John Beary (Acting) . . . . . 10 August 1981–24 September 1983  
Vernon McKenzie (Acting) . . . . . 25 September 1983–17 November 1983  
Dr. William Mayer . . . . . 18 November 1983–21 April 1989  
Dr. Enrique Mendez . . . . . 5 March 1990–20 January 1993  
Dr. Edward D. Martin (Acting) . . . . . 20 January 1993–23 March 1994  
Dr. Stephen C. Joseph . . . . . 23 March 1994–31 March 1997  
Dr. Edward D. Martin (Acting) . . . . . 1 April 1997–26 May 1998  
Dr. Sue Bailey . . . . . 26 May 1998–10 August 2000  
Dr. William Winkenwerder Jr. . . . . 29 October 2001–12 April 2007  
Dr. S. Ward Casscells . . . . . 16 April 2007–29 April 2009  
Dr. Charles Rice (Performing the Duties Of) . . . . . 21 March 2010–6 September 2010  
Dr. Jonathan Woodson . . . . . 10 January 2011–1 May 2016



Dr. David Smith (Performing the Duties Of) .....	20 January 2017–23 August 2017
Thomas McCaffery (Acting) .....	23 August 2017–5 August 2019
Thomas McCaffery .....	5 August 2019–Present

## 5. HOMELAND DEFENSE AND GLOBAL SECURITY

This position was created as the Assistant Secretary of Defense (Homeland Defense) by the Bob Stump National Defense Authorization Act for FY 2003, PL 107-314 (2 December 2002). The Secretary's principal duty is the overall supervision of DoD homeland defense activities, reporting to the Under Secretary of Defense for Policy.

As a result of the reorganization of the Office of the Under Secretary of Defense (Policy) announced in September 2006, the position was renamed Assistant Secretary of Defense (Homeland Defense and Americas' Security Affairs), connoting its responsibilities for North and South American security issues.

Paul F. McHale* .....	7 February 2003–20 January 2009
Paul N. Stockton .....	1 June 2009–22 January 2013

\*McHale was called to active duty by the Marine Corps and deployed to Afghanistan December 2006–July 2007. No one was formally named as acting ASD in his absence.

In order to comply with Section 906 of the National Defense Authorization Act for Fiscal Year 2010, Secretary Hagel eliminated the Assistant Secretary of Defense (Global Security Affairs) position. Responsibility for cyberspace, space, and countering weapons of mass destruction policies were transferred to Homeland Defense and the position was renamed Assistant Secretary of Defense (Homeland Defense and Global Security) when the nominee was confirmed.

Eric Rosenbach .....	23 September 2014–6 July 2015
Thomas F. Atkin .....	5 November 2014–20 January 2017
Kenneth Rapuano .....	19 June 2017–Present

## 6. INTERNATIONAL SECURITY AFFAIRS

### Assistant to the Secretary of Defense (International Security Affairs)

Between 1947 and 1949, one of the three Special Assistants to the Secretary of Defense, positions established by the National Security Act of 1949, PL 80-253 (26 July 1947), handled international security affairs. In 1949, the Secretary of Defense created the position of Assistant to the Secretary of Defense for International Security Affairs. One of five discretionary ASDs.

John H. Ohly .....	27 March 1949–1 December 1949
Maj. Gen. James H. Burns .....	6 December 1949–27 August 1951
Frank C. Nash .....	28 August 1951–10 February 1953

Position changed in 1953 to Assistant Secretary of Defense (International Security Affairs), based on Reorganization Plan No. 6, 30 June 1953, authorizing six new Assistant Secretaries of Defense.

### Assistant Secretary of Defense (International Security Affairs)

Responsible for the formulation and coordination of international security strategy and policy. Reported to the Under Secretary of Defense (Policy) when that office came into existence in 1977. Its scope of responsibility narrowed and changed over the years as DoD established other Assistant Secretaries of Defense within Policy beginning with the Assistant Secretary of Defense (International Security Policy) in 1981.

Frank C. Nash	11 February 1953–28 February 1954
H. Struve Hensel	5 March 1954–30 June 1955
Gordon Gray	14 July 1955–27 February 1957
Mansfield D. Sprague	28 February 1957–3 October 1958
John N. Irwin II	4 October 1958–20 January 1961
Paul H. Nitze	29 January 1961–29 November 1963
William P. Bundy	29 November 1963–14 March 1964
John T. McNaughton	1 July 1964–19 July 1967
Paul C. Warnke	1 August 1967–15 February 1969
G. Warren Nutter	4 March 1969–30 January 1973
Lawrence Eagleburger (Acting)	31 January 1973–10 May 1973
Robert C. Hill	11 May 1973–5 January 1974
Vice Adm. Ray Peet (Acting)	6 January 1974–1 April 1974
Amos A. Jordan (Acting)	2 April 1974–4 June 1974
Robert F. Ellsworth	5 June 1974–22 December 1975
Amos A. Jordan (Acting)	23 December 1975–5 May 1976
Eugene V. McAuliffe	6 May 1976–1 April 1977
David E. McGiffert	4 April 1977–20 January 1981
Francis J. West Jr.	4 April 1981–1 April 1983
Richard L. Armitage (Acting)	2 April 1983–5 June 1983
Richard L. Armitage	5 June 1983–5 June 1989
Henry S. Rowen	26 June 1989–31 July 1991
James R. Lilley	12 December 1991–20 January 1993
Position abolished in 1993, with some functions transferred to the Assistant Secretary of Defense for Regional Security Affairs. (See part IX.B.8, <i>Former Assistant Secretary of Defense Positions, Security Policy</i> .) It was reestablished in 1994.	
Charles Freeman	11 April 1994–14 September 1994
Joseph S. Nye Jr.	15 September 1994–16 December 1995
Franklin D. Kramer	29 March 1996–16 February 2001
Peter W. Rodman	16 July 2001–2 March 2007
Mary Beth Long (Acting)	2 March 2007–21 December 2007
Mary Beth Long	21 December 2007–20 January 2009
Alexander R. Vershbow	7 April 2009–10 February 2012
Joseph McMillan (Acting)	11 February 2012–23 May 2012
Derek H. Chollet	24 May 2012–16 January 2015
Elissa S. Slotkin (Acting)	19 January 2015–20 January 2017
Robert Story Karem	2 June 2017–4 November 2018
Kathryn Wheelbarger (Acting)	5 November 2018–Present

## 7. LEGISLATIVE AFFAIRS

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### Special Assistant (Legal and Legislative Affairs)

Position established at creation of the National Military Establishment (Department of Defense) in 1947 when the first Secretary of Defense assigned the responsibility to one of three Special Assistants.

Marx Leva . . . . . 18 September 1947–11 September 1949

Position then assigned to one of three Assistant Secretaries authorized by the 1949 amendments to the National Security Act, PL 81-216 (10 August 1949), and retitled Assistant Secretary of Defense (Legal and Legislative Affairs).

### Assistant Secretary of Defense (Legal and Legislative Affairs)

Marx Leva . . . . . 12 September 1949–1 May 1951

Daniel K. Edwards . . . . . 3 May 1951–19 November 1951

Charles A. Coolidge . . . . . 20 November 1951–31 December 1952

Position abolished in 1953. Functions divided and transferred to General Counsel and to Assistant Secretary of Defense (Legislative and Public Affairs). (See part IX.B.5, *Former Assistant Secretary of Defense Positions, Legislative and Public Affairs*.)

### Assistant to the Secretary of Defense (Legislative Affairs)

Brig. Gen. Clarence J. Hauck Jr. . . . . April 1957–April 1959

George W. Vaughan . . . . . April 1959–March 1960

Brig. Gen. James D. Hittle . . . . . March 1960–November 1960

Norman S. Paul . . . . . 25 January 1961–30 June 1962

David E. McGiffert . . . . . 8 August 1962–30 June 1965

Jack L. Stempler . . . . . 13 December 1965–4 January 1970

Richard G. Capen Jr. . . . . 5 January 1970–1 May 1971

Rady A. Johnson . . . . . 2 May 1971–10 March 1973

Col. George L.J. Dalferes (Acting) . . . . . 17 March 1973–17 April 1973

Position redesignated Assistant Secretary of Defense (Legislative Affairs) on 11 April 1973.

### Assistant Secretary of Defense (Legislative Affairs)

John O. Marsh . . . . . 17 April 1973–15 February 1974

John M. Maury . . . . . 12 April 1974–28 February 1976

William K. Brehm . . . . . 19 March 1976–20 January 1977

Position redesignated Assistant to the Secretary of Defense (Legislative Affairs) on 23 March 1977.

### Assistant to the Secretary of Defense (Legislative Affairs)

Jack L. Stempler . . . . . 23 March 1977–19 January 1981

Position redesignated Assistant Secretary of Defense (Legislative Affairs) in 1981 by DoD Directive 5142.1, 2 July 1982.

### Assistant Secretary of Defense (Legislative Affairs)

Russell A. Rourke . . . . . 6 May 1981–8 December 1985

M.D.B. Carlisle . . . . . 4 August 1986–28 April 1989  
David J. Gribbin III . . . . . 22 May 1989–18 January 1993  
Position redesignated Assistant to the Secretary of Defense (Legislative Affairs) in 1993.

### **Assistant to the Secretary of Defense (Legislative Affairs)**

Sandra K. Stuart . . . . . 1 August 1993–15 September 1994  
Position redesignated Assistant Secretary of Defense (Legislative Affairs) in 1994. The National Defense Authorization Act for FY94, PL 103-160, 30 November 1993, gave statutory standing to this position.

### **Assistant Secretary of Defense (Legislative Affairs)**

The principal staff assistant to the Secretary of Defense for DoD relations with members of Congress and congressional liaison for testimony at congressional hearings. Coordinates the Department's legislative program.

Sandra K. Stuart . . . . . 15 September 1994–27 February 1999  
John K. Veroneau (Acting) . . . . . 2 March 1999–10 November 1999  
John K. Veroneau . . . . . 10 November 1999–16 February 2001  
Powell A. Moore . . . . . 4 May 2001–December 2004  
Daniel B. Stanley (Acting) . . . . . December 2004–30 June 2005  
Daniel B. Stanley . . . . . 30 June 2005–January 2006  
Robert L. Wilkie (Acting) . . . . . 31 January 2006–29 September 2006  
Robert L. Wilkie . . . . . 29 September 2006–20 January 2009  
Elizabeth L. King . . . . . 7 May 2009–31 December 2014  
Michael J. Stella (Acting) . . . . . 2 January 2015–April 2015  
Stephen Hedger . . . . . April 2015–July 2016  
Tressa Guenov (Acting) . . . . . July 2016–20 January 2017  
Pete Giambastiani (Acting) . . . . . 20 January 2017–31 July 2017  
Robert R. Hood . . . . . 1 August 2017–Present

## **8. SUSTAINMENT**

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The National Defense Authorization Act for FY00, PL 106-65 5 October 1999), created the position of Deputy Under Secretary of Defense for Logistics and Materiel Readiness as a second Deputy Under Secretary reporting to the Under Secretary of Defense (Acquisition, Technology, and Logistics). Congress intended to emphasize the importance of these functions by making this position the top adviser to the Secretary of Defense and the Under Secretary of Defense (Acquisition, Technology, and Logistics) on logistics and materiel readiness issues. Position retitled from Deputy Under Secretary of Defense (Logistics and Materiel Readiness) in NDAA FY10, PL 111-84 (28 October 2009), as part of an overall effort to limit the number of Deputy Under Secretary positions.

As part of the restructuring of the acquisition, technology, and logistics reorganization as mandated by section 901 of the National Defense Authorization Act for Fiscal Year 2017, PL 114-328, the position of Assistant Secretary of Defense for Logistics and Materiel Readiness was replaced with the position of Assistant Secretary of Defense for Sustainment.

Roger W. Kallock . . . . . 15 September 2000–19 January 2001  
Diane Morales . . . . . 17 July 2001–2 January 2004  
Phillip Jackson Bell . . . . . 8 August 2005–28 April 2009

Alan F. Estevez .....	8 August 2011–29 October 2013
David J. Berteau .....	16 December 2015–26 March 2016
Kristin French (Acting) .....	20 July 2016–16 October 2016
Robert H. McMahon .....	17 October 2018–22 November 2019
Peter Potochney (Acting) .....	23 November 2019–Present

## 9. NUCLEAR, CHEMICAL, AND BIOLOGICAL DEFENSE PROGRAMS

### Chairman, Military Liaison Committee

Committee established by the Atomic Energy Act of 1946, PL 79-585, 1 August 1946. Amendments to the Atomic Energy Act of 1949, PL 81-347, 11 October 1949, provided that the President appoint the Chairman, with advice and consent of the Senate, and that the Secretary of Defense designate committee members.

Lt. Gen. Lewis H. Brereton, USAF .....	17 July 1947–30 March 1948
Donald F. Carpenter .....	8 April 1948–21 September 1948
William Webster .....	22 September 1948–30 September 1949
Robert LeBaron .....	1 October 1949–1 August 1954

### Assistant to the Secretary of Defense for Atomic Energy

From 13 April 1953, the Chairman of the Military Liaison Committee also served as Assistant to the Secretary of Defense for Atomic Energy.

Herbert B. Loper .....	9 August 1954–14 July 1961
Gerald W. Johnson .....	11 August 1961–15 September 1963
William J. Howard .....	2 January 1964–15 June 1966
Carl Walske .....	3 October 1966–15 April 1973
Donald R. Cotter .....	16 October 1973–17 March 1978
James P. Wade Jr. ....	8 August 1978–14 June 1981
James P. Wade Jr. (Acting) .....	15 June 1981–5 June 1982
Richard Wagner .....	6 June 1982–1 April 1986
Robert B. Barker .....	18 October 1986–14 November 1986

The National Defense Authorization Act for FY87, PL 99-661, 14 November 1986, abolished the Military Liaison Committee and established the Nuclear Weapons Council, but the position of Assistant to the Secretary of Defense (Atomic Energy) continued. The National Defense Authorization Act for Fiscal Years 1988–1989, PL 100-180, 4 December 1987, formally established the position in law.

Robert B. Barker .....	14 November 1986–29 May 1992
John Birely (Acting) .....	29 May 1992–6 May 1993
Harold P. Smith Jr. ....	1 June 1993–10 March 1996

### Assistant to the Secretary of Defense (Nuclear, Chemical, and Biological Defense Programs)

The National Defense Authorization Act for FY96, PL 104-106, 10 February 1996, redesignated the Assistant to the Secretary of Defense (Atomic Energy) as Assistant to the Secretary of Defense (Nuclear, Chemical, and Biological Defense Programs), effective 22 February 1996. See change 1 to DoD Directive 5134.8, 11 March 1996.

Harold P. Smith Jr. ....	11 March 1996–31 January 1998
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Dale E. Klein . . . . .	15 November 2001–30 June 2006
Arthur T. Hopkins (Acting) . . . . .	30 June 2006–8 July 2008
Frederick S. Celec . . . . .	8 July 2008–19 May 2009

### **Assistant Secretary of Defense (Nuclear, Chemical, and Biological Defense Programs)**

Section 905 of NDAA FY09, PL 110-147 (14 October 2008), modified the status of this position to be equivalent to that of an Assistant Secretary of Defense. Section 901 of NDAA FY11 (PL 111-383) changed the title to Assistant Secretary of Defense.

Andrew C. Weber . . . . .	19 May 2009–17 October 2014
Arthur T. Hopkins (Acting) . . . . .	January 2015–21 November 2017
Guy B. Roberts. . . . .	21 November 2017–2 April 2019
Alan R. Shaffer (Acting) . . . . .	2 April 2019–Present

## **10. READINESS**

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The Deputy Secretary of Defense established this position in a memorandum of May 23, 2011. The Assistant Secretary of Defense (Readiness and Force Management) is responsible for developing policies, providing advice, and making recommendations to the Under Secretary and Principal Under Secretary of Defense (Personnel and Readiness) and the Secretary in the areas of civilian and military personnel policy, readiness of the force, and military community and family policy. Additionally, the Assistant Secretary of Defense is responsible for allocating assigned resources and providing oversight of subordinate activities, including the Department of Defense Education Activity and the Defense Commissary Agency. One of five discretionary ASDs.

Lynn C. Simpson (Performing the Duties Of) . . . . .	April 2010–April 2011
Frederick E. Vollrath . . . . .	18 April 2013–15 June 2014
<i>Vacant</i> . . . . .	14 June 2014–13 November 2016
Elizabeth Van Winkle (Performing the Duties Of) . . . . .	13 November 2016–29 October 2017
Veronica B. Daigle (Acting) . . . . .	29 October 2017–27 June 2019
Veronica B. Daigle . . . . .	3 July 2019–Present

## **11. MANPOWER AND RESERVE AFFAIRS**

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Position mandated by the Department of Defense Authorization Act, 1984, PL 98-94, 24 September 1983, with functions transferred from the disestablished Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) on 1 October 1983. (See part IX.B.6, *Former Assistant Secretary of Defense Positions, Manpower*.) Responsibilities established by DoD Directive 5125.1, 12 January 1984. The Assistant Secretary of Defense (Reserve Affairs) is the principal staff assistant and adviser on Reserve Affairs to the Under Secretary of Defense (Personnel and Readiness) and to the Secretary and Deputy Secretary of Defense. The Assistant Secretary of Defense (Reserve Affairs) reports directly to the Under Secretary of Defense (Personnel and Readiness) and exercises authority, direction, and control over the National Committee for Employer Support of the Guard and Reserve.

James H. Webb Jr. . . . .	3 May 1984–10 April 1987
Stephen M. Duncan . . . . .	26 October 1987–20 January 1993
Deborah R. Lee . . . . .	1 June 1993–11 April 1998
Charles L. Cragin (Acting) . . . . .	12 April 1998–31 May 2001
Thomas F. Hall. . . . .	9 October 2002–8 April 2009



Dennis M. McCarthy . . . . .	25 June 2009–1 June 2011
David L. McGinnis (Acting) . . . . .	1 June 2011–24 May 2012
Jessica L. Wright . . . . .	24 May 2012–31 December 2012
Todd A. Weiler . . . . .	15 May 2016–20 January 2017
Stephanie Barna (Acting) . . . . .	20 January 2017–31 July 2018
Virginia Penrod (Acting) . . . . .	31 July 2018–12 October 2018
James Stewart . . . . .	12 October 2018–Present

## 12. SPECIAL OPERATIONS AND LOW-INTENSITY CONFLICT

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### Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict)

Position mandated by NDAA FY87, PL 99-661 (14 November 1986) and officially established on 4 January 1988 by DoD Directive 5138.3. Assisted Under Secretary of Defense (Policy) in development of policy and plans for low-intensity conflict activities and special operations, including civil affairs and psychological operations.

Charles S. Whitehouse . . . . .	13 July 1988–12 July 1989
Seth Cropsey (Acting) . . . . .	13 July 1989–18 October 1989
James R. Locher . . . . .	19 October 1989–19 June 1993
H. Allen Holmes . . . . .	18 November 1993–30 April 1999
Brian E. Sheridan . . . . .	7 May 1999–12 January 2001
Thomas W. O’Connell . . . . .	25 July 2003–17 April 2007
Michael G. Vickers . . . . .	23 July 2007–17 March 2011
Michael Lumpkin (Acting) . . . . .	18 March 2011–19 December 2011
Michael G. Sheehan . . . . .	20 December 2011–25 August 2013
Michael Lumpkin . . . . .	19 November 2013–26 July 2015
Theresa M. Whelan . . . . .	26 July 2015–30 May 2017
Caryn Hollis (Performing the Duties Of) . . . . .	30 May 2017–1 August 2017
Mark E. Mitchell (Acting) . . . . .	2 August 2017–20 December 2017
Owen O. West . . . . .	20 December 2017–22 June 2019
Mark E. Mitchell (Acting) . . . . .	23 June 2019–1 November 2019
Thomas Alexander (Acting) . . . . .	2 November 2019–Present

Position renamed Assistant Secretary of Defense (Special Operations/Low-Intensity Conflict and Interdependent Capabilities) as part of the reorganization of the Office of the Under Secretary of Defense (Policy) announced in September 2006. Major responsibilities of the office were realigned to include strategic capabilities, force transformation, and major budget programs, in addition to special operations and low-intensity conflict. The title reverted to Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict) with Change 2 to DoD Directive 5110.10, dated 21 October 2011.

## 13. STRATEGY, PLANS, AND CAPABILITIES

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Position was established on 9 January 2015, replacing the Deputy Under Secretary of Defense (Strategy, Plans, and Forces). In addition, the Assistant Secretary of Defense (Strategy, Plans, and Capabilities) assumed responsibility for security cooperation and nuclear and missile defense policy missions that were previously

managed by the Assistant Secretary of Defense (Special Operations/Low Intensity Conflicts) and Assistant Secretary of Defense (Global Strategic Affairs). One of five discretionary ASD positions.

Robert Scher. . . . . 16 December 2014–18 March 2017  
Thomas Harvey (Acting) . . . . . 20 January 2017–30 August 2018  
James H. Anderson. . . . . 30 August 2018–Present

**B. FORMER ASSISTANT SECRETARY OF DEFENSE AND  
DIRECTOR POSITIONS**

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These positions are grouped by function for ease of finding comparable positions that may or may not have similar names.

**1. ADMINISTRATION**

**Assistant Secretary of Defense (Administration and Public Affairs)**

Position established as one of the three Assistant Secretary posts authorized by the amendments to the National Security Act, PL 81-216, 10 August 1949.

Paul H. Griffith. . . . . 12 September 1949–15 November 1950  
Position abolished in 1950 and duties assigned to the Assistant Secretary of Defense (Manpower). (See item 6 in this section, *Manpower*.)

**Assistant Secretary of Defense (Administration)**

Position established 1 July 1964.

Solis Horwitz . . . . . 1 July 1964–29 January 1969  
Robert F. Froehlke . . . . . 30 January 1969–30 June 1971  
David O. Cooke (Acting) . . . . . 30 June 1971–3 November 1971  
Position abolished on 3 November 1971. Functions transferred to newly created offices of Deputy Assistant Secretary of Defense (Comptroller) for Administration and Assistant Secretary of Defense (Intelligence). (For Assistant Secretary of Defense [Intelligence], see IX.B.3 in this section, *Command, Control, Communications, and Intelligence*.)

**Deputy Assistant Secretary of Defense (Comptroller) for Administration**

David O. Cooke . . . . . 4 November 1971–23 May 1988  
Position changed on 24 May 1988 to Director of Administration and Management, per DoD Directive 5105.53.

**Director of Administration and Management**

Coordinates administration and organizational matters Department-wide. Functioned also as Director, Washington Headquarters Services (established by DoD Directive 5110.4, 1 October 1977) from 1977 into 2002, when the Director of WHS became a separate billet.

David O. Cooke . . . . . 24 May 1988–22 June 2002  
Raymond F. DuBois. . . . . assumed duties 1 October 2002;  
officially appointed 18 June 2003–May 2005

Michael B. Donley . . . . . 9 May 2005–21 June 2008  
 Michael L. Rhodes (Acting) . . . . . 21 June 2008–25 March 2010  
 Michael L. Rhodes . . . . . 25 March 2010–25 January 2019  
 Sajeel Ahmed (Acting). . . . . 31 January 2019–6 December 2019  
 Thomas Muir (Acting). . . . . 9 December 2019–Present  
 Position changed on 13 August 2014 to Director of Administration, per DoD Directive 5230.29.

## 2. CIVIL DEFENSE

### Assistant Secretary of Defense (Civil Defense)

Reorganization Plan No. 1 of 1958, 1 July 1958, transferred to the President the civil defense functions formerly assigned to the Federal Civil Defense Administration. The President delegated these functions to the Secretary of Defense by Executive Order 10952, 20 July 1961. Position created 31 August 1961, and abolished 1 April 1964.

Steuart L. Pittman . . . . . 20 September 1961–1 April 1964  
 The Office of Civil Defense moved to the Secretary of the Army in 1964. The Defense Civil Preparedness Agency then assumed responsibility for civil defense. When Reorganization Plan No. 3, 19 June 1978, led to the dissolution of this agency on 15 July 1979, the director of the new Federal Emergency Management Agency assumed responsibility for civil defense.

## 3. COMMAND, CONTROL, COMMUNICATIONS, AND INTELLIGENCE

### Assistant to the Secretary of Defense (Telecommunications)

Position established in May 1970.

Louis A. deRosa . . . . . August 1970–May 1971

### Assistant Secretary of Defense (Telecommunications)

Position established 11 January 1972, replacing position of Assistant to the Secretary of Defense (Telecommunications).

Eberhardt Rehtin (Acting) . . . . . 14 January 1972–15 February 1972  
 Eberhardt Rehtin . . . . . 15 February 1972–29 September 1973  
 David L. Solomon (Acting) . . . . . 30 September 1973–17 January 1974  
 Position abolished 17 January 1974, and functions transferred to Director, Telecommunications and Command and Control Systems, by DoD Directive 5135.1.

### Assistant Secretary of Defense (Intelligence)

Position established 3 November 1971, with some functions transferred from Assistant Secretary of Defense (Administration). (See item 1 in this section, *Administration*.)

Albert C. Hall . . . . . 9 November 1971–25 March 1976  
 Additional designation of Director of Defense Intelligence added 20 July 1976. Position abolished on 11 March 1977.

### Director, Telecommunications and Command and Control Systems

David L. Solomon (Acting) . . . . . 17 January 1974–18 February 1974

Thomas C. Reed . . . . . 19 February 1974–2 January 1976  
Richard Shriver . . . . . 10 February 1976–20 January 1977  
Position abolished on 11 March 1977, with the establishment of the position of Assistant Secretary of Defense (Command, Control, Communications, and Intelligence).

### **Assistant Secretary of Defense (Command, Control, Communications, and Intelligence)**

Position established by DoD Directive 5137.1, 11 March 1977, replacing positions of Director, Telecommunications and Command and Control Systems and Assistant Secretary of Defense (Intelligence)/Director of Defense Intelligence. The Assistant Secretary of Defense (Command, Control, Communications, and Intelligence) also served as Principal Deputy Under Secretary of Defense for Research and Engineering, effective 21 October 1977.

Gerald P. Dinneen . . . . . 4 April 1977–20 January 1981  
In March 1981, the position was retitled Deputy Under Secretary of Defense for Command, Control, Communications, and Intelligence.

### **Deputy Under Secretary of Defense for Command, Control, Communications, and Intelligence**

Donald C. Latham . . . . . 26 July 1981–16 August 1984  
This position was officially reestablished as an Assistant Secretary of Defense by DoD Directive 5137.1, 2 April 1985.

### **Assistant Secretary of Defense (Command, Control, Communications, and Intelligence)**

The position was mandated by the Department of Defense Authorization Act of 1984, PL 98-94 (24 September 1983). The Assistant Secretary of Defense (Command, Control, Communications, and Intelligence) was principal staff officer to the Secretary of Defense in his role as executive for the National Communications System. DoD Directive 5137.1 (12 February 1992) set forth his responsibilities in establishing and implementing information management policies. Directed the Defense Information Systems Agency, the Defense Intelligence Agency, and the Defense Security Service. Subsequent directives enlarged the areas of supervision.

Donald C. Latham . . . . . 16 August 1984–6 July 1987  
Thomas P. Quinn (Acting) . . . . . 18 July 1987–23 May 1988  
Gordon A. Smith . . . . . 24 May 1988–12 May 1989  
Thomas P. Quinn (Acting) . . . . . 13 May 1989–19 November 1989  
Duane Andrews . . . . . 20 November 1989–20 January 1993  
Emmett Paige Jr. . . . . 10 June 1993–23 May 1997  
Arthur L. Money (Senior Civilian Official) . . . . . 20 February 1998–5 October 1999  
Arthur L. Money . . . . . 5 October 1999–7 April 2001  
John P. Stenbit . . . . . 7 August 2001–8 May 2003

### **Assistant Secretary of Defense (Networks and Information Integration)**

The title of Assistant Secretary of Defense (Command, Control, Communications, and Intelligence) changed to Assistant Secretary of Defense (Networks and Information Integration) in May 2003. As of 11 January 2012, the Assistant Secretary of Defense (Networks and Information Integration) position was disbanded and its authorities, responsibilities, personnel, and resources were transferred to the DoD Chief Information Officer. The Defense Information Systems Agency reports to the Chief Information Officer.

John P. Stenbit . . . . . 8 May 2003–6 March 2004

Linton Wells II (Acting) . . . . .	6 March 2004–14 November 2005
John Grimes . . . . .	14 November 2005–30 April 2009
Cheryl Roby (Acting) . . . . .	1 May 2009–26 October 2010
Teresa M. Takai . . . . .	26 October 2010–11 January 2012

## 4. COMPTROLLER

### Assistant Secretary of Defense (Comptroller)

The position originally was one of three Assistant Secretaries of Defense created by the 1949 amendments to the National Security Act of 1947. The Comptroller is the chief Defense Department official for budgetary and fiscal matters and the Chief Financial Officer. The function was previously performed by one of three special assistants created by the National Security Act of 1947.

Wilfred J. McNeil . . . . .	12 September 1949–1 November 1959
Franklin B. Lincoln . . . . .	2 December 1959–20 January 1961
Charles J. Hitch . . . . .	17 February 1961–31 July 1965
Robert N. Anthony . . . . .	10 September 1965–31 July 1968
Robert C. Moot . . . . .	1 August 1968–9 January 1973
Don R. Brazier (Acting) . . . . .	10 January 1973–20 January 1973
Terence E. McClary . . . . .	21 June 1973–31 August 1976
Fred P. Wacker . . . . .	1 September 1976–29 February 1980
Jack R. Borsting . . . . .	12 August 1980–31 December 1982
John R. Quetsch (Acting) . . . . .	1 January 1983–23 February 1983
Vincent Puritano . . . . .	24 February 1983–30 May 1984
John R. Quetsch (Acting) . . . . .	31 May 1984–14 August 1984
Robert W. Helm . . . . .	16 August 1984–1 October 1986

The position was designated Department of Defense Comptroller in 1986 by the Goldwater-Nichols Department of Defense Reorganization Act with the same status as an Assistant Secretary, although not so titled.

### Department of Defense Comptroller

Responsibilities included direction of the Defense Contract Agency and the Defense Finance and Accounting Service in addition to budget and contract responsibilities.

Robert W. Helm . . . . .	1 October 1986–1 September 1988
Clyde O. Glaister . . . . .	17 October 1988–22 May 1989
Sean O’Keefe . . . . .	22 May 1989–7 July 1992
Donald B. Shycoff (Acting) . . . . .	8 July 1992–2 April 1993
Alice Maroni (Acting) . . . . .	6 May 1993–26 October 1993
John J. Hamre . . . . .	26 October 1993–5 September 1994

In 1989, the Defense Comptroller was elevated to the level of an Under Secretary. (For the successor organization, see part VI.C, *Under Secretary of Defense, Comptroller/Chief Financial Officer*.)

## 5. PUBLIC AFFAIRS

### Assistant to the Secretary (Director, Office of Public Information)

Position established by the Secretary of Defense on 14 July 1948.

Harold B. Hinton . . . . .	19 July 1948–12 March 1949
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William Frye .....	12 March 1949–19 February 1950
Osgood Roberts (Acting) .....	20 February 1950–24 January 1951
Clayton Fritchey .....	25 January 1951–1 June 1952
Andrew H. Berding .....	1 July 1952–18 November 1953

### **Assistant Secretary of Defense (Legislative and Public Affairs)**

Position redesignated Assistant Secretary of Defense (Legislative and Public Affairs) as a result of Reorganization Plan No. 6, 30 June 1953, which increased the number of Assistant Secretaries of Defense, and Defense Directive 5122.1, 22 September 1953. (See part IX.B.5, *Former Assistant Secretary of Defense Positions, Legislative and Public Affairs.*)

Frederick A. Seaton .....	15 September 1953–20 February 1955
Robert Tripp Ross .....	15 March 1955–20 February 1957

Position abolished in 1957. Functions divided and transferred to Assistant Secretary of Defense (Public Affairs) and Assistant to the Secretary of Defense (Legislative Affairs). See DoD Directive 5105.13, 10 August 1957.

### **Assistant Secretary of Defense (Public Affairs)**

Position established by Deputy Secretary of Defense memo, 21 February 1957. See DoD Directive 5105.13, 10 August 1957.

Murray Snyder .....	21 March 1957–20 January 1961
Arthur Sylvester .....	20 January 1961–3 February 1967
Philip G. Goulding .....	28 February 1967–20 January 1969
Daniel Z. Henkin (Acting) .....	20 January 1969–25 May 1969
Daniel Z. Henkin .....	25 May 1969–20 January 1973
Jerry W. Friedheim (Acting) .....	20 January 1973–13 April 1973
Jerry W. Friedheim .....	13 April 1973–20 September 1974
William Beecher (Acting) .....	21 September 1974–11 February 1975
Joseph Laitin .....	12 February 1975–19 December 1975
William I. Greener Jr. ....	21 December 1975–31 July 1976
M. Alan Woods .....	6 August 1976–21 January 1977
Thomas B. Ross .....	7 March 1977–20 January 1981
Henry E. Catto Jr. ....	22 May 1981–16 September 1983
Benjamin Welles (Acting) .....	17 September 1983–1 November 1983
Mary Lou Sheils (Acting) .....	2 November 1983–22 November 1983
Michael I. Burch .....	23 November 1983–22 June 1985
Fred Hoffman (Acting) .....	23 June 1985–1 October 1985
Robert B. Sims .....	18 October 1985–20 September 1987
Fred Hoffman (Acting) .....	21 September 1987–2 February 1988
J. Daniel Howard .....	3 February 1988–21 March 1989
Louis A. Williams .....	22 May 1989–20 January 1993

Position title changed to Assistant to the Secretary of Defense for Public Affairs on 22 January 1993. Confirmed by DoD Directive 5122.5, 2 December 1993.



## Assistant to the Secretary of Defense for Public Affairs

Vernon A. Guidry Jr. . . . . 22 January 1993–18 July 1993  
Kathleen deLaski . . . . . 19 July 1993–5 August 1994  
Kenneth H. Bacon . . . . . 20 September 1994–29 March 1996  
Position title changed to Assistant Secretary of Defense (Public Affairs) in DoD Directive 5122.5, 29 March 1996, after the National Defense Authorization Act for FY 1995, PL 103-337 (5 October 1994), increased the number of Assistant Secretaries from 10 to 11.

## Assistant Secretary of Defense (Public Affairs)

Principal staff adviser and assistant to the Secretary of Defense for DoD public information, internal information, the Freedom of Information Act, mandatory declassification review and clearance of DoD information for public release, community relations, information training, and audiovisual matters. Exercises direction, authority, and control over the Defense Media Activity.

Kenneth H. Bacon . . . . . 29 March 1996–19 January 2001  
Victoria Clarke . . . . . 22 May 2001–20 June 2003  
Lawrence Di Rita (Acting) . . . . . 10 August 2003–22 September 2005  
J. Dorrance Smith . . . . . 5 January 2006–20 January 2009  
Price Floyd (Performing the Duties Of) . . . . . Dates not established  
Douglas B. Wilson . . . . . 11 February 2010–31 March 2012  
George Little (Acting) . . . . . 1 April 2012–8 October 2012

In a memo from the Secretary of Defense, the position was retitled to Assistant to the Secretary of Defense for Public Affairs, effective 9 October 2012.

## Assistant to the Secretary of Defense for Public Affairs

George Little . . . . . 9 October 2012–15 November 2013  
Brent Colburn . . . . . 18 December 2014–20 January 2017  
Dana W. White . . . . . 5 April 2017–31 December 2018  
Charles E. Summers Jr. (Acting) . . . . . 1 January 2019–April 2019  
Jonathan Hoffman . . . . . April 2019–Present

## 6. MANPOWER

### Assistant Secretary of Defense (Manpower and Personnel)

Secretary of Defense George C. Marshall established this position in late 1950, when he abolished the position of Assistant Secretary of Defense (Administration and Public Affairs). In September 1955, the position was redesignated Assistant Secretary of Defense (Manpower, Personnel, and Reserve), and in 1961, Assistant Secretary of Defense (Manpower). PL 90-168, the Reserve Forces Bill of Rights and Vitalization Act, 1 January 1968, changed the title to Assistant Secretary of Defense (Manpower and Reserve Affairs).

Anna M. Rosenberg . . . . . 15 November 1950–20 January 1953  
John A. Hannah . . . . . 11 February 1953–31 July 1954  
Carter L. Burgess . . . . . 24 September 1954–22 January 1957  
William H. Francis . . . . . 19 April 1957–24 May 1958  
Charles O. Finucane . . . . . 15 July 1958–19 January 1961  
Carlisle P. Runge . . . . . 17 February 1961–30 July 1962

Norman S. Paul	8 August 1962–30 September 1965
Thomas D. Morris	1 October 1965–31 August 1967
Alfred B. Fitt	21 December 1967–20 February 1969
Roger T. Kelley	3 March 1969–1 June 1973
Carl W. Clewlow (Acting)	1 June 1973–1 September 1973
William K. Brehm	1 September 1973–18 March 1976
David P. Taylor	2 July 1976–12 February 1977

The Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) assumed all functions of the position on 22 April 1977, DoD Directive 5124.1, 20 April 1977. This canceled DoD Directive 5120.27, establishing an Assistant Secretary of Defense (Manpower and Reserve Affairs), and DoD Directive 5126.22, establishing the Assistant Secretary of Defense (Installations and Logistics). (See part IX.B.9, *Former Assistant Secretary of Defense Positions, Supply, Logistics, and Installations.*)

### **Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics)**

John P. White	12 May 1977–31 October 1978
Robert B. Pirie Jr.	17 June 1979–20 January 1981
Lawrence J. Korb	4 May 1981–12 January 1984

Position title was changed, with Reserve Affairs functions transferred to Assistant Secretary of Defense (Reserve Affairs), on 1 October 1983. Installations and logistics transferred to the new Assistant Secretary of Defense (Acquisition and Logistics), established 5 July 1985. (See part IX.B.9, *Former Assistant Secretary of Defense Positions, Supply, Logistics, and Installations.*)

### **Assistant Secretary of Defense (Manpower, Installations, and Logistics)**

Lawrence J. Korb	12 January 1984–5 July 1985
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New title became Assistant Secretary of Defense (Force Management and Personnel), with position assuming only manpower duties on 5 July 1985.

### **Assistant Secretary of Defense (Force Management and Personnel)**

Position established by DoD Directive 5124.2, 13 March 1985. Responsible for military and civilian manpower training, family matters, and review of manpower requirements, both military and civilian. Exercised direction of equal opportunity matters.

Lawrence J. Korb	5 July 1985–31 August 1985
Chapman B. Cox	7 December 1985–8 July 1987
Grant S. Green	3 February 1988–5 March 1989
Christopher Jehn	20 November 1989–20 January 1993
Edwin Dorn	2 July 1993–16 March 1994

The National Defense Authorization Act for Fiscal Year 1994, PL 103-160 (30 November 1993), established the position of Under Secretary of Defense (Personnel and Readiness) and abolished the position of Assistant Secretary of Defense (Force Management and Personnel). DoD Directive 5124.2, 17 March 1994, spelled out the Under Secretary's duties, including authority over the Assistant Secretaries for Health Affairs and Reserve Affairs.

### **Assistant Secretary of Defense (Force Management Policy)**

Established on 7 July 1994 as the Assistant Secretary of Defense (Force Management) under Personnel and Readiness, the title changed to Force Management Policy by DoD Directive No. 5124.5, 31 October 1994.

Frederick F.Y. Pang	11 October 1994–15 November 1997
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Francis M. Rush Jr. (Acting) . . . . . 15 November 1997–12 November 1999  
 Alphonso Maldon Jr. . . . . 12 November 1999–19 January 2001  
 Charles S. Abell . . . . . 8 May 2001–14 November 2002  
 The position was abolished in November 2002 when the new Deputy Under Secretary of Defense (Personnel and Readiness) took office.

## 7. RESEARCH AND ENGINEERING

### **Chairman, Research and Development Board**

Established by the National Security Act of 1947.

Vannevar Bush . . . . . 30 September 1947–14 October 1948  
 Karl T. Compton . . . . . 15 October 1948–14 March 1950  
 William Webster . . . . . 15 March 1950–31 July 1951  
 Walter G. Whitman . . . . . 1 August 1951–29 June 1953

Board dissolved according to the provisions of Reorganization Plan No. 6 of 1953, and functions transferred to the following two positions:

### **Assistant Secretary of Defense (Research and Development)**

Donald A. Quarles . . . . . 1 September 1953–14 August 1955  
 Clifford C. Furnas . . . . . 1 December 1955–15 February 1957

### **Assistant Secretary of Defense (Applications Engineering)**

Frank D. Newbury . . . . . 18 August 1953–17 March 1957

The Assistant Secretary positions for Research and Development and Applications Engineering were combined in March 1957 to become the Assistant Secretary of Defense (Research and Engineering).

### **Assistant Secretary of Defense (Research and Engineering)**

Frank D. Newbury . . . . . 18 March 1957–17 May 1957  
 Paul D. Foote . . . . . 10 September 1957–31 October 1958

The Defense Reorganization Act of 1958 retitled this position as the Director of Defense Research and Engineering. While a director-level position typically is lower in status than an Assistant Secretary of Defense, in this case the redesignation signaled an upgrade in status.

### **Director of Defense Research and Engineering**

Herbert F. York . . . . . 30 December 1958–30 April 1961  
 Harold Brown . . . . . 8 May 1961–30 September 1965  
 John S. Foster, Jr. . . . . 1 October 1965–21 June 1973  
 Malcolm R. Currie . . . . . 21 June 1973–20 January 1977  
 William J. Perry . . . . . 11 April 1977–21 October 1977

### **Assistant Secretary of Defense (Research and Technology)**

When established in 1984, the Assistant Secretary of Defense (Research and Technology) reported to the Under Secretary of Defense for Research and Engineering, then beginning in 1986 to the Under Secretary of Defense (Acquisition).

Robert S. Cooper . . . . . 6 August 1984–6 July 1985  
 Robert C. Duncan . . . . . 5 August 1986–21 December 1987

The Military Retirement Reform Act (PL 99–384, 1 July 1986) reestablished the position of Director of Defense Research and Engineering. This office was filled in December 1987 when the position of Assistant Secretary of Defense (Research and Technology) was abolished.

**Director of Defense Research and Engineering**

This position reports to the Under Secretary of Defense (Acquisition, Technology, and Logistics).

Robert C. Duncan. . . . .	21 December 1987–20 November 1989
Charles M. Herzfeld. . . . .	12 March 1990–8 May 1991
Victor Reis . . . . .	3 December 1991–30 May 1993
Anita Jones. . . . .	1 June 1993–23 May 1997
Hans M. Mark . . . . .	1 July 1998–10 May 2001
Ronald M. Segal . . . . .	4 August 2001–3 August 2005
John J. Young, Jr. . . . .	2 November 2005–June 2008

**Assistant Secretary of Defense (Research and Engineering)**

The National Defense Authorization Act signed on 7 January 2011 set forth a number of redesignated positions within DoD. This included changing the Director of Defense Research and Engineering to Assistant Secretary of Defense for Research and Engineering, with responsibility to provide strategic guidance and coordination for science and technology investment across the Department.

Alan R. Shaffer (Acting) . . . . .	1 December 2012–26 June 2015
Stephen P. Welby . . . . .	25 February 2015–20 January 2017
Mary Miller (Acting) . . . . .	20 January 2017–1 February 2018

**7B. DEPUTY DIRECTOR OF DEFENSE RESEARCH AND ENGINEERING**

The Deputy Director of Defense Research and Engineering was designated an Assistant Secretary of Defense from 19 May 1961 to 15 July 1965.

John H. Rubel. . . . .	19 May 1961–15 June 1963
Eugene G. Fubini . . . . .	3 July 1963–15 July 1965

**8. SECURITY POLICY**

**Assistant Secretary of Defense (Regional Security Affairs)**

Established on 6 July 1993 by DoD Directive 5111.7. Principal assistant and adviser to the Under Secretary of Defense (Policy) for the coordination of regional security strategy and policy and political-military policy on issues relating to foreign governments and their defense establishments, excluding states of the former Soviet Union.

Charles Freeman . . . . .	6 July 1993–11 April 1994
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The title of this position reverted to Assistant Secretary of Defense (International Security Affairs) on 11 April 1994 (see part IX.A.6, *Current Assistant Secretary of Defense Positions, International Security Affairs*).

**Assistant Secretary of Defense (International Security Policy)**

New position created in April 1981. Position responsible for disarmament, arms control, and all political-military activity involving NATO, other European countries, and the Soviet Union. Assumed these responsibilities from the Assistant Secretary of Defense (International Security Affairs). Reported to the Under Secretary of Defense (Policy).

Richard N. Perle. . . . .	5 August 1981–8 May 1987
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Ronald F. Lehman ..... 18 February 1988–11 May 1989  
 Stephen J. Hadley ..... 23 June 1989–20 January 1993  
 Position abolished in 1993, with some functions assigned to the new Assistant Secretary of Defense (Nuclear Security and Counterproliferation). Position reestablished in 1994.  
 Ashton B. Carter ..... 13 June 1994–14 September 1996  
 Franklin C. Miller (Acting) ..... 14 September 1996–1998  
 Jack D. Crouch II ..... 6 August 2001–31 October 2003  
 Peter C.W. Flory ..... 2 August 2005–December 2006  
 Position abolished in 2006 with responsibilities reassigned to other Assistant Secretaries of Defense.

### **Assistant Secretary of Defense (Nuclear Security and Counterproliferation)**

Ashton B. Carter ..... 30 June 1993–13 June 1994  
 Position established on 6 July 1993 by DoD Directive 5111.5 to replace the Assistant Secretary of Defense (International Security Policy). The title of this position reverted on 13 June 1994 to Assistant Secretary of Defense (International Security Policy), reporting to the Under Secretary of Defense (Policy).

### **Assistant Secretary of Defense (Global Strategic Affairs)**

New position reporting to the Under Secretary of Defense (Policy) as a result of reorganization of the Office of the Under Secretary of Defense (Policy) announced in September 2006 and implemented by August 2007. Although its responsibilities apparently were never enshrined in a directive, the office focused on building the defense capabilities of partners and allies, coalition affairs, technology security policy, security cooperation, counternarcotics, counterproliferation, detainee affairs, and prisoner of war/missing in action issues. DoD Directive 2060.02, 19 April 2007, describes the responsibilities of the Assistant Secretary of Defense (Global Security Affairs) for responses to weapons of mass destruction incidents. Position renamed Assistant Secretary of Defense (Global Strategic Affairs) and altered in scope in 2009.

Joseph A. Benkert ..... 23 July 2008–20 January 2009  
 Michael Nacht ..... 7 May 2009–20 May 2010  
 Kenneth Handelman (Acting) ..... 21 May 2010–1 August 2011  
 Madelyn R. Creedon ..... 2 August 2011–23 July 2014  
 The position was abolished in 2014. The functions of the office were transferred to the Assistant Secretary of Defense (Homeland Security and Global Security) on 9 January 2015.

### **Assistant Secretary of Defense (Strategy and Threat Reduction)**

Position established on 6 July 1993, as Assistant Secretary of Defense (Strategy, Requirements, and Resources). The title subsequently changed to Assistant Secretary of Defense (Strategy and Requirements) in March 1995 and then to Assistant Secretary of Defense (Strategy and Threat Reduction) in February 2000. Primarily responsible for defense strategy and ensuring that DoD's resource allocation, force structure development, weapons acquisition planning, and budgeting process support the strategy. Position dropped in 2001.

Edward L. Warner ..... 1 June 1993–29 September 2000

### **Assistant Secretary of Defense (Policy and Plans)**

Position established 6 July 1993 and disestablished 15 March 1994.

Graham Allison ..... 6 August 1993–15 March 1994

## 9. SUPPLY, LOGISTICS, AND INSTALLATIONS

### Chairman, Munitions Board

The National Security Act of 1947 established this position.

Thomas J. Hargrave . . . . .	30 September 1947–20 September 1948
Donald F. Carpenter . . . . .	21 September 1948–30 June 1949
Hubert E. Howard . . . . .	25 November 1949–18 September 1950
John D. Small . . . . .	16 November 1950–20 January 1953

Reorganization Plan No. 6, 30 June 1953, abolished the Munitions Board and transferred its functions to the Secretary of Defense and through him to the Assistant Secretary of Defense (Applications Engineering) (see part IX.B.7, *Former Assistant Secretary of Defense Positions, Research and Engineering*) and the Assistant Secretary of Defense (Supply and Logistics).

### Director of Installations

Position created by PL 82-534, 14 July 1952.

Frank Creedon . . . . .	25 August 1952–29 June 1953
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Position abolished by Reorganization Plan No. 6, 30 June 1953, and functions transferred to Assistant Secretary of Defense (Properties and Installations).

### Assistant Secretary of Defense (Properties and Installations)

Franklin G. Floete . . . . .	3 August 1953–4 March 1956
Floyd S. Bryant . . . . .	2 May 1956–20 January 1961

### Assistant Secretary of Defense (Supply and Logistics)

Position established following Reorganization Plan No. 6, 30 June 1953, when Munitions Board was abolished.

Charles S. Thomas . . . . .	5 August 1953–2 May 1954
Thomas P. Pike . . . . .	3 May 1954–27 June 1956
E. Perkins McGuire . . . . .	28 December 1956–20 January 1961

This position and that of Assistant Secretary of Defense (Properties and Installations) combined to form the position of Assistant Secretary of Defense (Installations and Logistics), announced earlier but officially established on 30 January 1961 in DoD Directive 5126.22.

### Assistant Secretary of Defense (Installations and Logistics)

Thomas D. Morris . . . . .	29 January 1961–11 December 1964
Paul R. Ignatius . . . . .	23 December 1964–31 August 1967
Thomas D. Morris . . . . .	1 September 1967–1 February 1969
Barry J. Shillito . . . . .	1 February 1969–1 February 1973
Arthur I. Mendolia . . . . .	21 June 1973–31 March 1975
John J. Bennett (Acting) . . . . .	1 April 1975–9 February 1976
Frank A. Shrontz . . . . .	10 February 1976–19 January 1977

Position abolished on 22 April 1977. Acquisition functions transferred to the Director of Defense Research and Engineering and other responsibilities transferred to Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics), changing to Assistant Secretary of Defense (Manpower, Installations, and Logistics). In 1985, the new Assistant Secretary of Defense (Acquisition and Logistics) assumed the installation and logistics functions.



### **Assistant Secretary of Defense (Development and Support)**

Established officially by DoD Directive 5129.4, 25 November 1984, and abolished when Assistant Secretary of Defense (Acquisition and Logistics) was established.

James P. Wade ..... 6 August 1984–5 July 1985

### **Assistant Secretary of Defense (Acquisition and Logistics)**

Position announced on 29 January 1985; authorized by DoD Directive 5128.1, 19 November 1985.

James P. Wade ..... 5 July 1985–3 November 1986

Robert B. Costello ..... 13 March 1987–15 April 1987

This position was disestablished in April 1987 and replaced by Assistant Secretary of Defense (Production and Logistics).

### **Assistant Secretary of Defense (Production and Logistics)**

Principal staff assistant for the Under Secretary of Defense (Acquisition and Technology) in areas of his responsibility. Coordinated with Under Secretary of Defense (Policy) on agreements with foreign countries.

Robert B. Costello ..... 15 April 1987–17 December 1987

Jack Katzen ..... 28 March 1988–8 January 1990

Colin McMillan ..... 5 March 1990–11 December 1992

As a result of reorganization of the office of the Under Secretary of Defense (Acquisition and Technology), an Assistant Secretary (Economic Security) position was established, per memorandum of 19 May 1993, replacing the position of Assistant Secretary of Defense (Production and Logistics).

### **Assistant Secretary of Defense (Economic Security)**

Position established 7 September 1993, replacing the Assistant Secretary of Defense (Production and Logistics). The position reported to the Under Secretary of Defense (Acquisition and Technology).

Joshua Gotbaum ..... 20 May 1994–25 December 1995

DoD Directive 5134.7, 5 April 1996, cancelled DoD Directive 5134.7, 21 August 1995, stating that the directive for this position has served the “purpose for which it was intended and is no longer required.”

# XI. OTHER OSD PRINCIPAL STAFF ASSISTANTS

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## A. ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS

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See section IX.B.5.

## B. CHIEF INFORMATION OFFICER

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The CIO is the principal staff assistant and adviser to the Secretary of Defense and Deputy Secretary of Defense on the policy and oversight of information resources management, to include matters related to information technology, network defense, and network operations. (See also section IX.B.3.)

Terry Halvorsen III	21 May 2014–28 February 2017
John Zangardi (Acting)	1 March 2017–8 December 2017
Elysse B. Miller (Acting)	8 December 2017–6 May 2018
Dana Deasy	7 May 2018–Present

## C. DIRECTORS OF NET ASSESSMENT

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Position established in 1973 to serve as the principal staff assistant and adviser to the Secretary and Deputy Secretary of Defense on net assessment matters. According to Defense Directive 5111.11, the Director shall develop and coordinate net assessments of the standing, trends, and future prospects of U.S. military capabilities and military potential in comparison with those of other countries or groups of countries so as to identify emerging or future threats or opportunities for the United States.

Andrew Marshall	16 November 1973–5 January 2015
Andrew May (Acting)	6 January 2015–12 May 2015
James Baker	13 May 2015–Present

## XII. COMBATANT COMMANDS

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### A. CURRENT COMMANDS

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#### U.S. AFRICA COMMAND (KELLEY BARRACKS, STUTTGART, GERMANY)

Established 1 October 2008

General Stephen J. Townsend, USA, Commander ..... 26 July 2019–Present

#### U.S. CENTRAL COMMAND (MACDILL AFB, TAMPA, FL)

Established 1 January 1983

General Kenneth F. McKenzie, Jr, USMC, Commander ..... 28 March 2019–Present

#### U.S. EUROPEAN COMMAND (STUTTGART-VAIHINGEN, GERMANY)

Established 1 August 1952

General Tod D. Wolters, USAF, Commander ..... 3 May 2019–Present

#### U.S. NORTHERN COMMAND (PETERSON AFB, CO)

Established 1 October 2002

General Terrence J. O’Shaughnessy, USAF, Commander ..... 24 May 2018–Present

#### U.S. PACIFIC COMMAND (CAMP H. M. SMITH, HI)

Established 1 January 1947

Admiral Philip Davidson, USN, Commander ..... 30 May 2018–Present

#### U.S. SOUTHERN COMMAND (MIAMI, FL)

Established 6 June 1963

Admiral Kurt Tidd, USN, Commander ..... 14 January 2016–Present

#### U.S. SPACE COMMAND (PETERSON AFB, CO)

Established 29 August 2019

General John W. Raymond, USAF, Commander ..... 29 August 2019–Present

#### U.S. SPECIAL OPERATIONS COMMAND (MACDILL AFB, TAMPA, FL)

Established 16 April 1987

General Raymond Thomas, USA, Commander ..... 30 March 2016–Present

#### U.S. STRATEGIC COMMAND (OFFUTT AFB, NE)

Established 1 June 1992

Admiral Charles A. Richard, USN, Commander ..... 18 November 2019–Present

## U.S. TRANSPORTATION COMMAND (SCOTT AFB, IL)

Established 1 July 1987

General Stephen R. Lyons, USA, Commander ..... 24 August 2018-Present

## U.S. CYBER COMMAND (FORT MEADE, MD)

Established 4 May 2018

Lt. Gen. Paul Nakasone ..... 4 May 2018-Present

## B. DISESTABLISHED COMMANDS

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U.S. Aerospace Defense Command: Disestablished 19 December 1986

U.S. Alaskan Command: Disestablished 30 June 1975

U.S. Atlantic Command: Redesignated U.S. Joint Forces Command 1 October 1999

U.S. Continental Air Defense Command: Disestablished 30 June 1975

U.S. Far East Command: Disestablished 1 July 1957

U.S. Joint Forces Command: Disestablished 4 August 2011

U.S. Forces Command: Terminated as a Specified Command 1 October 1993;  
became an Army Command

U.S. Military Airlift Command: Terminated as a Specified Command 1 October 1988

U.S. Naval Forces, Eastern Atlantic and Mediterranean: Disestablished 1 December 1963

U.S. Northeast Command: Disestablished 1 September 1956

U.S. Readiness Command: Disestablished 30 September 1987

U.S. Strategic Air Command: Disestablished 1 June 1992

U.S. Strike Command: Disestablished 31 December 1971

# XIII. DEFENSE AGENCIES

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## A. CURRENT DEFENSE AGENCIES

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### 1. DEFENSE ADVANCED RESEARCH PROJECTS AGENCY

Established 12 February 1958 by PL 85-325, DoD Directive 5105.41, as Advanced Research Projects Agency. Name changed to Defense Advanced Research Projects Agency by PL 104-106, NDAA FY96. Under the authority, direction, and control of the Under Secretary of Defense for Research and Engineering. Deputy Secretary of Defense’s memorandum, 13 July 2018.

Director: ..... Steven Walker

### 2. DEFENSE COMMISSARY AGENCY

Established 9 November 1990 by DoD Directive 5105.55.

Director: ..... Robert Bianchi (Interim)

### 3. DEFENSE CONTRACT AUDIT AGENCY

Established 8 January 1965. DoD Directive 5105.36, 28 February 2002.

Director: ..... Anita F. Bales

### 4. DEFENSE CONTRACT MANAGEMENT AGENCY

Established 27 March 2000. Succeeded the Defense Contract Management Command. Reports to the Assistant Secretary of Defense for Acquisition. Under the authority, direction, and control of the Under Secretary of Defense for Acquisition and Sustainment. Deputy Secretary of Defense’s memorandum, 13 July 2018.

Director: ..... Vice Admiral David Lewis, USN

### 5. DEFENSE FINANCE AND ACCOUNTING SERVICE

Established 26 November 1990. Under the authority, direction, and control of the Under Secretary of Defense (Comptroller)/Chief Financial Officer. DoD Directive 5118.05, 20 April 2012.

Director: ..... Teresa McKay

### 6. DEFENSE HEALTH AGENCY

Established 1 October 2013. DoD Directive 5136.13. Assumed responsibilities of previous Tricare management activity.

Director: ..... Vice Admiral Raquel C. Bono, USN

### 7. DEFENSE INFORMATION SYSTEMS AGENCY

Established as Defense Communications Agency on 12 May 1960. DoD Directive 5105.19. Renamed Defense Information Systems Agency on 25 June 1991. Under the direction, authority, and control of the DoD Chief Information Officer. DoD Directive 5105.19, 25 July 2006.

Director: ..... Vice Admiral Nancy A. Norton, USN

### 8. DEFENSE INTELLIGENCE AGENCY

Established 1 October 1961. The Under Secretary of Defense for Intelligence exercises the Secretary of

Defense's authority, direction, and control over the Director, DIA. DoD Directive 5105.21, 18 March 2008.

Director: ..... Lt. Gen. Robert Ashley, USA

## **9. DEFENSE LEGAL SERVICES AGENCY**

Established 12 August 1981. Under the direction, authority, and control of the General Counsel, who also serves as Director. DoD Directive 5145.04, 16 April 2012.

Director: ..... William S. Castle (Acting)

## **10. DEFENSE LOGISTICS AGENCY**

Established 1 October 1961, as the Defense Supply Agency. Reports to the Assistant Secretary of the Defense for Sustainment. Under the authority, direction, and control of the Under Secretary of Defense for Acquisition and Sustainment. Deputy Secretary of Defense's memorandum, 13 July 2018.

Director: ..... Lt. Gen Darrell Williams, USA

## **11. DEFENSE POW/MIA ACCOUNTING AGENCY**

Established in 1993 by DoD Directive 5110.10. Under the Assistant Secretary of Defense for Policy. Name changed from POW/MIA on 15 October 1996. On 20 January 2015, the Defense POW/Missing Personnel Office (DPMO) and the Joint POW/MIA Accounting Command (JPAC) merged into the Defense POW/MIA Accounting Agency. USD(P) provides authority, direction and control over the Director.

Director: ..... Kelly McKeague

## **12. DEFENSE SECURITY COOPERATION AGENCY**

Established 1 September 1971 as the Defense Security Assistance Agency. Name changed to Defense Security Cooperation Agency on 1 October 1998. DoD Directive 5105.65, 31 October 2000. The Director is under the authority, direction and control of the Under Secretary of Defense for Policy.

Director: ..... Lt. Gen. Charles Hooper

## **13. DEFENSE SECURITY SERVICE**

Succeeded the Defense Investigative Service, 25 November 1997. Under the authority, direction, and control of the Under Secretary of Defense for Intelligence. DoD Directive 5105.42, 3 August 2010.

Director: ..... Daniel E. Payne

## **14. DEFENSE THREAT REDUCTION AGENCY**

Began operations 1 October 1998. Succeeded the On-Site Inspection Agency, the Defense Special Weapons Agency, and the Defense Technology Security Administration. Reports to the Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs. Under the authority, direction, and control of the Under Secretary of Defense for Acquisition and Sustainment. Deputy Secretary of Defense memorandum, 13 July 2018.

Director: ..... Vayl S. Oxford

## **15. MISSILE DEFENSE AGENCY**

Established 24 April 1984 as the Strategic Defense Initiative Organization, designated a Defense Agency on 23 July 1984. DoD Directive 5141.5, 21 February 1986. Renamed the Ballistic Missile Defense Organization, 14 July 1993. DoD Directive 5134.9, 14 June 1994. Renamed Missile Defense Agency, January 2002. Under the authority, direction, and control of the Under Secretary of Defense for Research and Engineering. Deputy Secretary of Defense's memorandum, 13 July 2018.

Director: ..... Lt. Gen. Samuel Greaves, USAF



## 16. NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY

Began operations on 1 October 1996 as the National Imagery and Mapping Agency (NIMA). Established by DoD Directive 5105.60, 11 October 1996, and the National Imagery and Mapping Agency Act of 1996. Succeeded the Defense Mapping Agency, the Central Imagery Office, the Defense Dissemination Program Office, and the National Photographic Interpretation Center. NIMA redesignated the National Geospatial-Intelligence Agency in NDAA FY04, PL 108-136, 24 November 2003. The Under Secretary of Defense for Intelligence exercises authority, direction, and control on behalf of the Secretary of Defense over the Director, NSA. DoD Directive 5105.60, 29 July 2009.

Director: ..... Robert Cardillo

## 17. NATIONAL RECONNAISSANCE OFFICE

Established as covert organization by DoD and Central Intelligence Agency, 6 September 1961, to manage National Reconnaissance Program. DoD Directive TS 5105.23, 27 March 1964 (declassified). Existence of agency was publicly acknowledged 18 September 1992. The Under Secretary of Defense for Intelligence exercises the authority, direction, and control over the Director, NRO. DoD Directive 5105.23, 28 June 2011.

Director: ..... Betty J. Sapp

## 18. NATIONAL SECURITY AGENCY/CENTRAL SECURITY SERVICE

Established 5 December 1952. Under the direction, authority, and control of the Secretary of Defense. The Under Secretary of Defense for Intelligence exercises the authority, direction, and control over the Director, NSA and the Chief, CSS. DoD Directive 5100.20, 26 January 2010.

Director, National Security Agency,  
Chief, Central Security Service, and  
Commander, USCYBERCOM: ..... General Paul M. Nakasone, USA

## 19. PENTAGON FORCE PROTECTION AGENCY

Established 3 May 2002. Formerly the Defense Protective Service. Under the authority, direction and control of the SCMO, effective 11 July 2014. DoD Directive 5105.68, 5 December 2013.

Director: ..... Jonathan H. Cofer

# B. DISESTABLISHED DEFENSE AGENCIES

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## 1. BALLISTIC MISSILE DEFENSE ORGANIZATION

Succeeded by the Missile Defense Agency, January 2002.

## 2. CENTRAL IMAGERY OFFICE

Duties assumed by the National Imagery and Mapping Agency, 1 October 1999.

## 3. DEFENSE AUDIOVISUAL AGENCY

Disestablished 30 September 1985.

## 4. DEFENSE AUDIT SERVICE

Dissolved in September 1982 when role assumed by Assistant to the Secretary of Defense (Review and Oversight).

## **5. DEFENSE BUSINESS TRANSFORMATION AGENCY**

Disestablished in 2011 with duties assigned to different organizations.

## **6. DEFENSE CIVIL PREPAREDNESS AGENCY**

Transferred to Federal Emergency Management Agency by Reorganization Plan No. 3 of 1978.

## **7. DEFENSE COMMUNICATIONS AGENCY**

Succeeded by the Defense Information Systems Agency, 25 June 1991.

## **8. DEFENSE INVESTIGATIVE SERVICE**

Duties assumed by the Defense Security Service, May 1999.

## **9. DEFENSE MAPPING AGENCY**

Disestablished 1 October 1996, with its functions transferred to the National Imagery and Mapping Agency.

## **10. DEFENSE NUCLEAR AGENCY**

Name changed to Defense Special Weapons Agency, June 1996; functions assumed by the Defense Threat Reduction Agency, 1 October 1998.

## **11. DEFENSE SECURITY ASSISTANCE AGENCY**

Succeeded by the Defense Security Cooperation Agency, 1 October 1998.

## **12. DEFENSE SPECIAL WEAPONS AGENCY**

Succeeded by the Defense Threat Reduction Agency, 1 October 1998.

## **13. DEFENSE SUPPLY AGENCY**

Succeeded by the Defense Logistics Agency, 5 January 1977.

## **14. NATIONAL IMAGERY AND MAPPING AGENCY**

Redesignated in PL 108-136, 24 November 2003, as the National Geospatial-Intelligence Agency.

## **15. ON-SITE INSPECTION AGENCY**

Duties assumed by the Defense Threat Reduction Agency, 1 October 1998.

## **16. STRATEGIC DEFENSE INITIATIVE ORGANIZATION**

Succeeded by the Ballistic Defense Missile Organization, 14 January 1993.

## XIV. DEPARTMENT OF DEFENSE FIELD ACTIVITIES

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### A. DEFENSE MEDIA ACTIVITY

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Defense Media Activity (DMA) was established in October 2008 as a result of the Defense Base Realignment and Closure Act as per Deputy Secretary of Defense memorandum, 24 September 2007, “Establishment of the Defense Media Activity,” and DoD Directive 5105.74, 18 December 2007, “Defense Media Activity.” The agency consolidates the Soldiers Media Center, Naval Media Center, Marine Corps News, Air Force News Service, and American Forces Information Service into a single field activity. DMA also includes *Stars and Stripes* newspaper and the Defense Information School. Under the authority, direction, and control of the Assistant to the Secretary of Defense for Public Affairs.

Director: ..... Col. Paul Haverstick

### B. DEFENSE TECHNICAL INFORMATION CENTER

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Predecessor agency established during World War II as Air Documents Research Center; successor organization renamed Defense Technical Information Center in 1979. Established as a Department of Defense Field Activity in 2004 and under the authority, direction, and control of the Under Secretary of Defense for Research and Engineering through the Director of Defense Research and Engineering for Research and Technology. Deputy Secretary of Defense’s memorandum, 13 July 2018.

Administrator: ..... Christopher E. Thomas

### C. DEFENSE TECHNOLOGY SECURITY ADMINISTRATION

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Established in 1985; disestablished in 1998, functions transferred to Defense Threat Reduction Agency. Reestablished 31 August 2001 by Deputy Secretary of Defense decision. Reports to Under Secretary of Defense for Policy.

Director: ..... Heidi Grant

### D. DEPARTMENT OF DEFENSE EDUCATION ACTIVITY

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Established by DoD Directive 1342.20. Under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness.

Director: ..... Thomas Brady

### E. DEPARTMENT OF DEFENSE HUMAN RESOURCES ACTIVITY

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Established by DoD Directive 5100.87 (29 June 1998) from the merger of the Department of Defense Civilian Personnel Management Service and the Defense Manpower Data Center. Under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness.

Director: ..... William H. Booth

F. DEPARTMENT OF DEFENSE TEST RESOURCE  
MANAGEMENT CENTER

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Established by DoD Directive 5105.71, 8 March 2004. Under the authority, direction, and control of the Under Secretary of Defense for Research and Engineering. Deputy Secretary of Defense’s memorandum, 13 July 2018.

Director: ..... G. Derrick Hinton (Acting)

G. OFFICE OF ECONOMIC ADJUSTMENT

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Established by DoD Directive 3030.1, 29 November 1978. Director serves as executive director of the Economic Adjustment Committee. Under the authority, direction, and control of the Under Secretary of Defense for Acquisition, Technology, and Logistics, through the Assistant Secretary of Defense for Energy, Installations, and Environment. DoD Directive 3030.01, 5 March 2006.

Director: ..... Patrick J. O’Brien

H. WASHINGTON HEADQUARTERS SERVICES (WHS)

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Established 1 October 1977. The Director oversees a broad range of administrative, management, and common support services, including human resources and security clearance services, facilities and facility operations, information technology (IT) capabilities and services, financial management, acquisition and contracting, and secure communications. The Director also provides oversight of designated DoD-wide statutory and regulatory programs, supporting DoD Components and other federal entities as directed and assigned. DoD directive 5110.04, 27 March 2013 is currently in coordination within the Department to reflect changes in the reporting authority. Under the authority, direction and control of the DCMO in a reorganization effective 11 July 2014. DoD Directive 5110.04, 27 March 2013.

Director: ..... Thomas Muir

