

DEPARTMENT OF DEFENSE

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Deputy Under Secretary of Defense (Logistics)	ROY WILLIS, <i>Acting</i>
Deputy Under Secretary of Defense (Acquisition Reform)	DONNA S. RICHBOURG
Deputy Under Secretary of Defense (Industrial Affairs and Installations)	JOHN B. GOODMAN
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Principal Deputy Under Secretary of Defense for Policy	JAN M. LODAL
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Assistant Secretary of Defense (Force Management Policy)	(VACANCY)
Assistant Secretary of Defense (Health Affairs)	(VACANCY)
Assistant Secretary of Defense (Reserve Affairs)	CHARLES L. CRAGIN, <i>Acting</i>
Deputy Under Secretary of Defense (Readiness)	(VACANCY)
Deputy Under Secretary of Defense (Program Integration)	JEANNE FITES
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Principal Deputy Under Secretary (Comptroller)	ALICE C. MARONI
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Assistant Secretary of Defense (Command, Control, Communications, and Intelligence)	ARTHUR L. MONEY, <i>Acting</i>
Assistant Secretary of Defense (Legislative Affairs)	SANDRA K. STUART
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General Counsel	JUDITH A. MILLER
Director, Operational Test and Evaluation	PHILIP E. COYLE III
Inspector General	ELEANOR HILL
Director of Administration and Management	D.O. COOKE

Joint Chiefs of Staff

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Vice Chairman	GEN. JOSEPH W. RALSTON, USAF
Chief of Staff, Army	GEN. DENNIS J. REIMER, USA
Chief of Naval Operations	ADM. JAY L. JOHNSON, USN
Chief of Staff, Air Force	GEN. MICHAEL E. RYAN, USAF
Commandant, Marine Corps	GEN. CHARLES C. KRULAK, USMC

Joint Staff

Director	VICE ADM. DENNIS C. BLAIR, USN
Vice Director	MAJ. GEN. STEPHEN T. RIPPE, USA
Director for Manpower and Personnel—J-1	BRIG. GEN. PATRICK O. ADAMS, USAF
Director, Intelligence—J-2	REAR ADM. THOMAS R. WILSON, USN
Director for Operations—J-3	VICE ADM. VERNON E. CLARK, USN
Director for Logistics—J-4	LT. GEN. JOHN M. McDUFFIE, USA
Director for Strategic Plans and Policy—J-5	VICE ADM. JOHN S. REDD, USN
Director for Command, Control, Communications, and Computer Systems—J-6	LT. GEN. DOUGLAS D. BUCHHOLZ, USA
Director for Operational Plans and Interoperability—J-7	MAJ. GEN. GEORGE F. CLOSE, JR., USA

Director for Force Structure, Resources, and
Assessment—J-8

LT. GEN. FRANK B. CAMPBELL,
USAF

[For the Department of Defense statement of organization, see the *Code of Federal Regulations*, Title 32, Chapter I, Subchapter R]

The Department of Defense is responsible for providing the military forces needed to deter war and protect the security of our country.

The major elements of these forces are the Army, Navy, Marine Corps, and Air Force, consisting of about 1.5 million men and women on active duty. They are backed, in case of emergency, by the 1.5 million members of the Reserve and National Guard. In addition, there are about 770,000 civilian employees in the Defense Department.

Under the President, who is also Commander in Chief, the Secretary of Defense exercises authority, direction, and control over the Department, which includes the separately organized military departments of Army, Navy, and Air Force, the Joint Chiefs of Staff providing military advice, the combatant commands, and various defense agencies established for specific purposes.

The National Security Act Amendments of 1949 redesignated the National Military Establishment as the Department of Defense and established it as an executive department (10 U.S.C. 111), with the Secretary of Defense as its head. Since that time, many legislative and administrative changes have occurred, evolving the Department into the structure under which it currently operates.

Structure

The Department of Defense is composed of the Office of the Secretary of Defense; the military departments and the military services within those departments; the Chairman of the Joint Chiefs of Staff and the Joint Staff; the combatant commands; the Defense agencies; DOD field activities; and such other offices, agencies, activities, and commands as may be established or designated by law, or by the President or the Secretary of Defense.

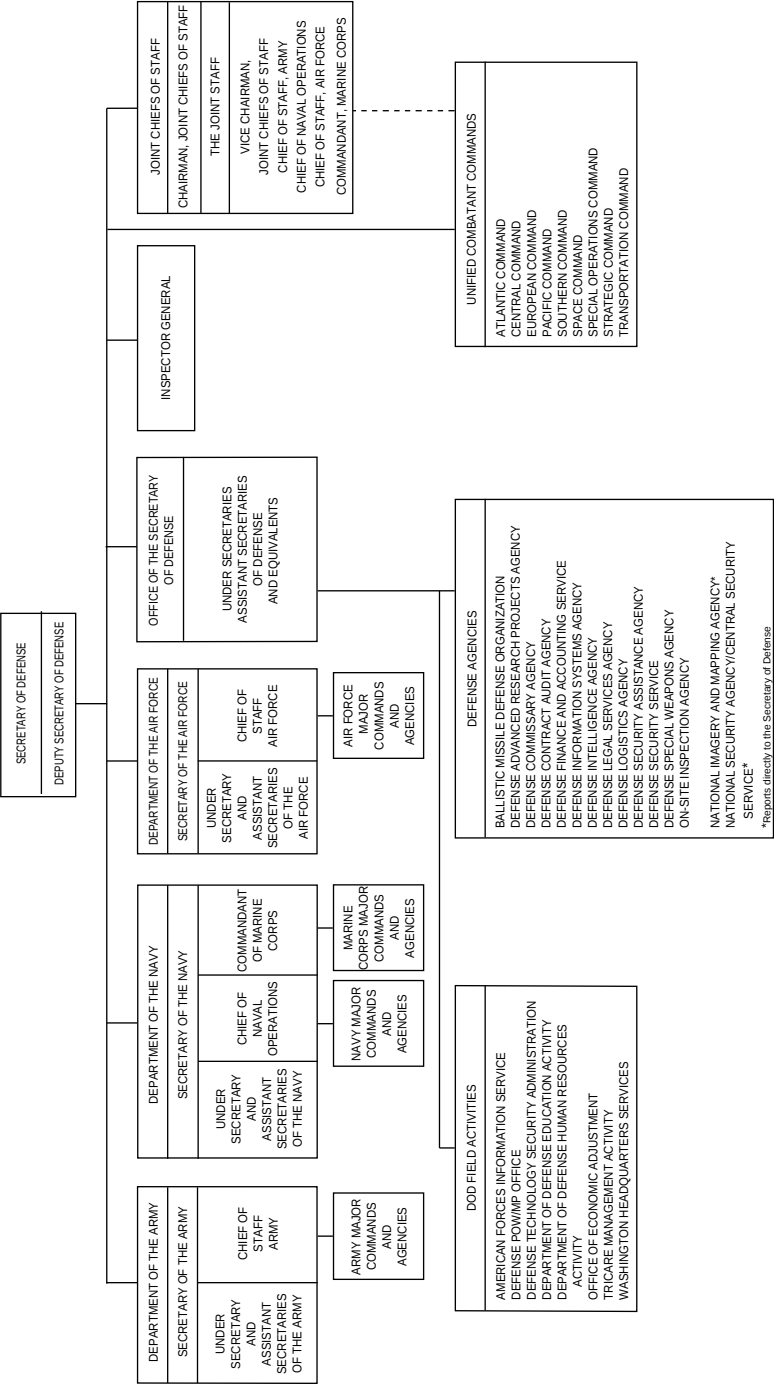
In providing immediate staff assistance and advice to the Secretary of Defense, the Office of the Secretary of Defense and the Chairman of the Joint Chiefs of Staff, and the Joint Staff, though separately identified and organized, function in full coordination and cooperation.

The Office of the Secretary of Defense includes the offices of the Deputy Secretary of Defense; the Under

Secretary of Defense for Acquisition and Technology; the Under Secretary of Defense for Policy; the Under Secretary of Defense (Comptroller)/Chief Financial Officer; the Under Secretary of Defense for Personnel and Readiness; the Director of Defense Research and Engineering; Assistant Secretaries of Defense; the General Counsel; the Inspector General; the Director of Operational Test and Evaluation; and such other staff offices as the Secretary of Defense establishes to assist him in carrying out his duties and responsibilities. The heads of these offices are staff advisers to the Secretary and perform such functions as he assigns to them.

The Joint Chiefs of Staff consist of the Chairman; the Vice Chairman; the Chief of Staff, U.S. Army; the Chief of Naval Operations; the Chief of Staff, U.S. Air Force; and the Commandant of the Marine Corps. Supported, subject to the authority of the Chairman, by the Joint Staff, they constitute the immediate military staff of the Secretary of Defense. The Chairman is the principal military adviser to the President, the National Security Council, and the Secretary of Defense. The other members of the Joint Chiefs of Staff are the senior military officers of their respective services and are military advisers to the President, the National Security Council, and the Secretary of Defense. The Vice Chairman

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*Reports directly to the Secretary of Defense

of the Joint Chiefs acts as Chairman in the absence of the Chairman.

Each military department (the Department of the Navy includes naval aviation and the United States Marine Corps) is separately organized under its own Secretary and functions under the authority, direction, and control of the Secretary of Defense. The Secretary of each military department is responsible to the Secretary of Defense for the operation and efficiency of his department. Orders to the military departments are issued through the Secretaries of these departments, or their designees, by the Secretary of Defense or under authority specifically delegated in

writing by the Secretary of Defense or provided by law.

The commanders of combatant commands are responsible to the President and the Secretary of Defense for accomplishing the military missions assigned to them and exercising command authority over forces assigned to them. The operational chain of command runs from the President to the Secretary of Defense to the commanders of the combatant commands. The Chairman of the Joint Chiefs of Staff functions within the chain of command by transmitting the orders of the President or the Secretary of Defense to the commanders of the combatant commands.

Office of the Secretary of Defense

Secretary of Defense The Secretary of Defense is the principal defense policy adviser to the President and is responsible for the formulation of general defense policy and policy related to DOD, and for the execution of approved policy. Under the direction of the President, the Secretary exercises authority, direction, and control over the Department of Defense.

Deputy Secretary of Defense The Deputy Secretary of Defense is delegated 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 law.

Acquisition and Technology The Under Secretary of Defense for Acquisition and Technology is the principal staff assistant and adviser to the Secretary of Defense for all matters relating to the acquisition system, research and development, test and evaluation, production, logistics, military construction, procurement, and economic affairs. The Under Secretary serves as the Defense acquisition executive with responsibility for supervising the performance of the entire Department acquisition system and chairing the Defense Acquisition Board.

Command, Control, Communications, and Intelligence The Assistant Secretary of Defense (Command, Control, Communications, and Intelligence (C³I)) is the principal staff assistant and adviser to the Secretary and Deputy Secretary of Defense for C³I, information management, counterintelligence, and security countermeasures matters, including warning reconnaissance and intelligence and intelligence-related activities conducted by the Department of Defense.

Financial Management The Under Secretary of Defense (Comptroller)/Chief Financial Officer is the principal adviser and assistant to the Secretary of Defense for budget and fiscal matters, including financial management, accounting policy and systems, budget formulation and execution, contract audit administration and organization, and analyses of force planning and programming as a part of the process upon which DOD force structure, system acquisition, and other resource allocation actions are based. Through the Under Secretary, resource management information is collected, analyzed, and reported to the Office of Management and Budget, the Congress, the General Accounting Office, and other agencies. Supervision, direction,

and review of the preparation and execution of the defense budget is provided.

Operational Test and Evaluation The Director of Operational Test and Evaluation serves as the principal staff assistant and adviser to the Secretary of Defense on operational test and evaluation in the Department of Defense and is the principal test and evaluation official within the senior management of the Department.

Personnel and Readiness The Under Secretary of Defense for Personnel and Readiness is the principal staff assistant and adviser to the Secretary of Defense for policy matters relating to the structure and readiness of the Total Force. Functional areas include: readiness; civilian and military personnel policies, programs, and systems; civilian and military equal opportunity programs; health policies, programs, and activities; Reserve Component programs, policies, and activities; family policy, dependent's education, and personnel support programs; and mobilization planning and requirements.

Policy The Under Secretary of Defense for Policy is the principal staff assistant

to the Secretary of Defense for policy matters relating to overall international security policy and political-military affairs. Functional areas include NATO affairs; net assessments; foreign military sales; arms limitation agreements; international trade and technology; regional security affairs; special operations and low-intensity conflict; integration of departmental plans and policies with overall national security objectives; drug control policy, requirements, priorities, systems, resources, and programs; and issuance of policy guidance affecting departmental programs.

In addition, the Secretary and Deputy Secretary of Defense are assisted by a special staff of assistants to include the Assistant Secretary of Defense for Legislative Affairs; the General Counsel; the Inspector General; the Assistant Secretary of Defense for Public Affairs; the Director of Administration and Management; and such other officers as the Secretary of Defense establishes to assist him in carrying out his duties and responsibilities.

Joint Chiefs of Staff

Joint Chiefs of Staff

The Joint Chiefs of Staff consist of the Chairman; the Vice Chairman; the Chief of Staff of the Army; the Chief of Naval Operations; the Chief of Staff of the Air Force; and the Commandant of the Marine Corps.

The Chairman of the Joint Chiefs of Staff is the principal military adviser to the President, the National Security Council, and the Secretary of Defense. The other members of the Joint Chiefs of Staff are military advisers who may provide additional information upon request from the President, the National Security Council, or the Secretary of Defense. They may also submit their advice when it does not agree with that of the Chairman.

Subject to the authority of the President and the Secretary of Defense, the Chairman of the Joint Chiefs of Staff is responsible for:

- assisting the President and the Secretary of Defense in providing for the strategic direction and planning of the Armed Forces;
- allocating resources to fulfill strategic plans;
- making recommendations for the assignment of responsibilities within the Armed Forces in accordance with and in support of those logistic and mobility plans;
- comparing the capabilities of American and allied Armed Forces with those of potential adversaries;
- preparing and reviewing contingency plans that conform to policy

guidance from the President and the Secretary of Defense;

- preparing joint logistic and mobility plans to support contingency plans; and
- recommending assignment of logistic and mobility responsibilities to the Armed Forces to fulfill logistic and mobility plans.

The Chairman advises the Secretary of Defense on critical deficiencies and strengths in force capabilities (including manpower, logistic, and mobility support) and assesses the effect of such deficiencies and strengths on meeting national security objectives and policy and on strategic plans. He establishes and maintains a uniform system for evaluating the preparedness of each combatant command to carry out assigned missions.

The Chairman advises the Secretary of Defense on the priorities of the requirements identified by the commanders of the combatant commands and on the extent to which program recommendations and budget proposals of the military departments and other DOD components for a fiscal year conform with priorities established in requirements of the combatant commands. He is responsible for submitting to the Secretary alternative program recommendations and budget proposals with guidance provided by the Secretary, in order to achieve greater conformance with priorities established by the combatant commands. The Chairman also advises the Secretary on the extent to which major programs and policies of the Armed Forces in the area of manpower conform with strategic plans and assesses military requirements for defense acquisition programs.

Additionally, the Chairman:

- formulates doctrine and training policies and coordinates military education and training;
- represents the United States on the Military Staff Committee of the United Nations;

- performs such other duties as may be prescribed by law or by the President and the Secretary of Defense;

- convenes and presides over regular meetings of the Joint Chiefs of Staff;

- assists the Joint Chiefs in carrying on their business as promptly as practicable; and

- schedules issues for consideration by the Joint Chiefs.

The Chairman, while so serving, holds the grade of general or admiral and outranks all other officers of the Armed Forces.

The Vice Chairman of the Joint Chiefs performs duties assigned by the Chairman, with the approval of the Secretary of Defense. The Vice Chairman acts as Chairman when there is a vacancy in the office of the Chairman, or in the absence or disability of the Chairman. The Vice Chairman, while so serving, holds the grade of general or admiral and outranks all other officers of the Armed Forces except the Chairman of the Joint Chiefs of Staff.

Joint Staff

The Joint Staff under the Chairman of the Joint Chiefs of Staff assists the Chairman and, subject to the authority of the Chairman, the other members of the Joint Chiefs of Staff, in carrying out their responsibilities.

The Joint Staff is headed by a Director who is selected by the Chairman in consultation with the other members of the Joint Chiefs of Staff, and with the approval of the Secretary of Defense. Officers assigned to serve on the Joint Staff are selected by the Chairman in approximate equal numbers from the Army, Navy, Marine Corps, and Air Force. The Joint Staff is composed of all members of the Armed Forces and civilian employees assigned or detailed to permanent duty to perform the functions assigned to the Chairman of the Joint Chiefs of Staff.

Sources of Information

Audiovisual Products Certain Department of Defense productions on film and videotapes, CD-ROM's, and other audiovisual products such as stock footage and still photographs are available to the public. Usually, they are created by the Department to support training, documentation, and internal information objectives. No admission or any other fees may be charged for exhibition of the productions, and they must be exhibited in their entirety, including all titles at the beginning and end. No portion may be reproduced, edited, or cut in any manner. An up-to-date, full-text searchable listing of the Department's inventory of film and videotape titles is available on the Internet, at <http://www.redstone.army.mil/davis/>.

Persons without Internet access and those interested in obtaining productions may contact the following sources:

—For newer productions, contact the National Technical Information Service, 5285 Port Royal Road, Springfield, VA 22161. Phone, 703-605-6000.

—For older productions, contact the Motion Picture, Sound, and Video Branch (NWDNM), National Archives and Records Administration, 8601 Adelphi Road, College Park, MD 20740-6001. Phone, 301-713-7050.

—For CD-ROM's, stock footage, and still photographs, contact the Defense Visual Information Center, 1363 Z Street, Building 2730, March Air Reserve Base, CA 92518-2717. Phone, 909-413-2515.

There is usually a fee charged for the Department's audiovisual products.

Contracts and Small Business Activities

Contact the Director, Small and Disadvantaged Business Utilization, Office of the Secretary of Defense, Room 2A338, 3061 Defense Pentagon, Washington, DC 20301-3061. Phone, 703-697-9383.

DOD Directives and Instructions

Correspondence and Directives Directorate, Washington Headquarters Services, Room 2A286, 1155 Defense Pentagon, Washington, DC 20301-1155. Phone, 703-697-4111.

Employment Almost all positions are in the competitive service and are filled from civil service registers. College recruiting requirements are limited primarily to management intern positions at the B.S. and M.S. levels. For additional information, inquiries should be addressed to the Human Resource Services Center, Washington Headquarters Services, Room 2E22, AMC Building, Alexandria, VA 22233-0001. Phone, 703-617-7211. Internet, <http://www.hrsc.osd.mil/>.

Pentagon Tours Guided tours of the Pentagon are available Monday through Friday, from 9:30 a.m. through 3:30 p.m., excluding Federal holidays. The 75-minute tour starts at the Metro entrance to the Pentagon and is approximately one mile long. Groups of more than 100 should schedule the tour 2 weeks in advance. Wheelchairs are available at no cost. For further information or reservations, contact Pentagon Tours, Director for Programs and Community Relations, 1400 Defense Pentagon, Room 1E776, Washington, DC 20301-1400. Phone, 703-695-1776.

Speakers Civilian and military representatives of the Department of Defense are available to speak on a variety of defense subjects in response to invitations, usually at no cost to the local sponsor. However, speakers may accept transportation, meals, and lodging, if offered by the sponsor of the public event in which they are to participate. Written requests for speakers should be addressed to the Director for Programs and Community Relations, Office of the Assistant Secretary of Defense for Public Affairs, 1400 Defense Pentagon, Washington, DC 20301-1400 (phone, 703-695-3845); or to the public affairs officer of the nearest military installation.

Telephone Directory The Department of Defense telephone directory is available for sale by the Superintendent of Documents, Government Printing Office, Washington, DC 20402. Phone, 202-512-1800.

For further information concerning the Department of Defense, contact the Director, Directorate for Public Communication, Office of the Assistant Secretary of Defense for Public Affairs, 1400 Defense Pentagon, Washington, DC 20301-1400. Phone, 703-697-5737. Internet, <http://www.defenselink.mil/>.

DOD FIELD ACTIVITIES

American Forces Information Service

The American Forces Information Service, established in 1977 under the supervision of the Assistant Secretary of Defense for Public Affairs, is responsible for the Department's internal information program, visual information policy, and visual information and public affairs training. The Armed Forces Radio and Television Service, the Print Media Directorate (which includes among its many products the *Current News Early Bird*), the Armed Forces Radio and Television Service Broadcast Center, the Television-Audio Support Activity, the Defense Information School, the Defense Visual Information Center, and the worldwide operations of the *Stars and Stripes* newspapers function under the Director of American Forces Information Service. In addition, the Service provides policy guidance and oversight for departmental periodicals and pamphlets, military command newspapers, the broadcast elements of the military departments, and departmental audiovisual matters.

(American Forces Information Service, Department of Defense, Suite 311, 601 North Fairfax Street, Alexandria, VA 22314-2007. Phone, 703-428-0597.)

Department of Defense Education

Activity The Department of Defense Education Activity (DODEA) was established in 1992 under the authority, direction, and control of the Assistant Secretary of Defense for Force Management Policy. It consists of two subordinate organizational entities: the Department of Defense Dependents Schools and the Department of Defense Domestic Dependent Elementary and Secondary Schools.

The mission of DODEA is to serve as the principal staff adviser to the Assistant Secretary of Defense for Force Management Policy on all Defense

education matters relative to overseas and stateside education activities and programs; formulate, develop, and implement policies, technical guidance, and standards for the effective management of Defense education activities and programs; plan, direct, coordinate, and manage the education programs for eligible dependents of U.S. military and civilian personnel stationed overseas and stateside; evaluate the programmatic and operational policies and procedures for the DOD Dependent Schools, and DOD Domestic Dependent Elementary and Secondary Schools; and provide education activity representation at meetings and deliberations of educational panels and advisory groups.

(Department of Defense Education Activity, 4040 North Fairfax Drive, Arlington, VA 22203-1635. Phone, 703-696-4236.)

Department of Defense Human Resources Activity

The Department of Defense Human Resources Activity was formed through the merger of the Defense Manpower Data Center with the Civilian Personnel Management Service. This field activity falls under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness. The mission of DHRA includes supporting the OUSD (P&R) in planning and formulating civilian personnel programs; providing policy support; developing and managing DOD civilian personnel information systems and civilian personnel administrative services for the Office of the Secretary of Defense, the Military Departments, and Defense Agencies; collecting and maintaining an archive of automated manpower, personnel, training, and financial data bases for DOD to support the information requirements of the OUSD (P&R) and other members of the DOD manpower, personnel, and training

communities; conducting large-scale surveys of DOD personnel; developing and managing selection tests used for entry into the military; and maintaining data and systems used to determine entitlements for DOD benefits such as medical, exchange, and commissary.

(Department of Defense Human Resources Activity-Headquarters, Suite B200, 1400 Key Boulevard, Arlington, VA 22209-5144. Phone, 703-696-1720.)

Defense Prisoner of War/Missing

Personnel Office The Defense Prisoner of War/Missing Personnel Office (DPMO) was established July 16, 1993, under the authority, direction, and control of the Assistant Secretary of Defense for International Security Affairs and provides centralized management of prisoner of war/missing personnel affairs within the Department of Defense. DPMO's responsibilities include leadership and policy oversight for all efforts to reach an accounting for Americans still unaccounted for as a result of U.S. involvement in past conflicts since World War II as well as the recovery and accounting of those Americans isolated in harm's way in future conflicts.

DPMO is the lead proponent for prisoner of war/missing personnel matters, including policy and oversight within the Department of Defense of the entire process for investigation and recovery related to missing persons (which includes matters related to search, rescue, escape, and evasion), and the procedures to be followed by Department of Defense boards of inquiry relating to missing persons and by officials reviewing the reports of such boards. The Office represents the Department of Defense in negotiations with officials of foreign governments regarding efforts to achieve the fullest possible accounting of missing American service members and other designated civilian personnel; assembles and maintains data bases on U.S. military and civilian personnel who are or were prisoners of war or missing as a result of a hostile action; prescribes uniform procedures for determination of the status of missing personnel and for systematic, comprehensive, and timely

collection, analysis, review, dissemination, and periodic update of information related to missing personnel; declassifies Department of Defense documents for disclosure and release in accordance with section 1082 of Public Law 102-190 (50 U.S.C. 435 note), Executive Order 12812, and Executive Order 12958; and maintains channels of communication on prisoner of war/missing personnel matters between the Department of Defense and the Congress, prisoner of war/missing personnel families, and the American public through periodic consultations and other appropriate measures.

DPMO coordinates with the interagency community, the Joint Staff, services, and combatant commands to provide policy, control, and oversight over all personnel recovery matters. The Office promulgates policy and oversees implementation of these policies throughout the Department. DPMO is also responsible for policy oversight of Code of Conduct training throughout the Department of Defense and represents the Department at the Interagency Committee on Search and Rescue.

(Defense Prisoner of War/Missing Personnel Office, Department of Defense, OASD/ISA, The Pentagon, Washington, DC 20301-2400. Phone, 703-602-2102. Fax, 703-602-1890.)

Defense Technology Security

Administration The Defense Technology Security Administration (DTSA) was established by the Deputy Secretary of Defense on May 10, 1985, under the authority, direction, and control of the Assistant Secretary of Defense for International Security Policy. The mission of DTSA is to develop and implement DOD policies on international transfers of defense-related goods, services, and technologies to ensure that: critical U.S. military technological advantages are preserved; transfers of defense-related technology which could prove detrimental to U.S. security interests are controlled and limited; proliferation of weapons of mass destruction and their means of delivery is prevented; and legitimate defense

cooperation with foreign allies and friends is supported.

(Defense Technology Security Administration, Department of Defense, Suite 300, 400 Army Navy Drive, Arlington, VA 22202-2884. Phone, 703-604-5215.)

Office of Economic Adjustment The Office of Economic Adjustment is responsible for planning and managing the Department's defense economic adjustment programs and for assisting Federal, State, and local officials in cooperative efforts to alleviate any serious social and economic side effects resulting from major departmental realignments or other actions.

(Office of Economic Adjustment, Department of Defense, 400 Army Navy Drive, Suite 200, Arlington, VA 22202-2884. Phone, 703-604-6020.)

TRICARE Management Activity The TRICARE Management Activity (TMA) was formed on February 10, 1998, from the consolidation of the TRICARE Support Office (formerly Civilian Health and Medical Program of the Uniformed Services (CHAMPUS) headquarters), the Defense Medical Programs Activity (DMPA), and the integration of health management program functions formerly located in the Office of the Assistant

Secretary of Defense for Health Affairs (OASD(HA)). The TMA mission is to manage TRICARE; administer and manage the Defense Health Program appropriation; provide operational direction and support to the Uniformed Services in the management and administration of the TRICARE program; and administer CHAMPUS.

(TRICARE Management Activity, Suite 810, Skyline 5, 5111 Leesburg Pike, Falls Church, VA 22041-3206. Phone, 703-681-6909. Fax, 703-681-8706.)

Washington Headquarters Services The Director of Administration and Management serves in a dual capacity as the Director of Washington Headquarters Services. The agency's mission is to provide administrative and operational support to certain Department of Defense activities in the National Capital region. Such support includes budget and accounting, personnel management, office services, security, correspondence, directives and records management, travel, building administration, information and data systems, voting assistance program, and other administrative support as required.

(Washington Headquarters Services, Department of Defense, Room 3D972, The Pentagon, Washington, DC 20301-1155. Phone, 703-695-4436.)