

## DEPARTMENT OF DEFENSE

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| Special Assistant to the Deputy Secretary of<br>Defense for Gulf War Illnesses                             | BERNARD S. ROSTKER                |
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| Deputy Under Secretary of Defense<br>(Installations)                                                       | RANDALL A. YIM, <i>Acting</i>     |
| Deputy Under Secretary of Defense<br>(Environmental Security)                                              | SHERRI W. GOODMAN                 |
| Deputy Under Secretary of Defense<br>(Logistics)                                                           | ROGER W. KALLOCK                  |
| Deputy Under Secretary of Defense<br>(Acquisition Reform)                                                  | STAN Z. SOLOWAY                   |
| Deputy Under Secretary of Defense<br>(Industrial Affairs)                                                  | STEVEN C. GRUNDMAN, <i>Acting</i> |
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| Principal Deputy Under Secretary of Defense<br>for Policy                                                  | JAMES M. BODNER                   |
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| Assistant Secretary of Defense (Strategy and<br>Threat Reduction)                                          | EDWARD L. WARNER III              |
| Assistant Secretary of Defense (Special<br>Operations and Low-Intensity Conflict)                          | (VACANCY)                         |
| Defense Adviser, U.S. Mission NATO                                                                         | ROBERT B. HALL                    |

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| Under Secretary of Defense for Personnel and<br>Readiness                                 | RUDY F. DE LEON                         |
| Assistant Secretary of Defense (Force<br>Management Policy)                               | FRANCIS M. RUSH, JR., <i>Acting</i>     |
| Assistant Secretary of Defense (Health<br>Affairs)                                        | SUE BAILEY                              |
| Assistant Secretary of Defense (Reserve<br>Affairs)                                       | CHARLES L. CRAGIN, <i>Acting</i>        |
| Deputy Under Secretary of Defense<br>(Readiness)                                          | THOMAS LONGSTRETH                       |
| Deputy Under Secretary of Defense<br>(Program Integration)                                | JEANNE FITES                            |
| Under Secretary of Defense (Comptroller)/Chief<br>Financial Officer                       | WILLIAM J. LYNN III                     |
| Principal Deputy Under Secretary<br>(Comptroller)                                         | ALICE C. MARONI                         |
| Director, Program Analysis and Evaluation                                                 | ROBERT R. SOULE                         |
| Assistant Secretary of Defense (Command,<br>Control, Communications, and<br>Intelligence) | (VACANCY)                               |
| Assistant Secretary of Defense (Legislative<br>Affairs)                                   | JOHN VERONEAU, <i>Acting</i>            |
| Assistant Secretary of Defense (Public Affairs)                                           | KENNETH H. BACON                        |
| General Counsel                                                                           | JUDITH A. MILLER                        |
| Director, Operational Test and Evaluation                                                 | PHILIP E. COYLE III                     |
| Inspector General                                                                         | DONALD MANCUSO, <i>Acting</i>           |
| Assistant to the Secretary of Defense<br>(Intelligence Oversight)                         | GEORGE B. LOTZ II                       |
| Director of Administration and Management                                                 | D.O. COOKE                              |
| <b>Joint Chiefs of Staff</b>                                                              |                                         |
| Chairman                                                                                  | GEN. HENRY H. SHELTON, USA              |
| 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            |
| <b>Joint Staff</b>                                                                        |                                         |
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| Vice Director                                                                             | MAJ. GEN. STEPHEN T. RIPPE, USA         |
| Director for Manpower and Personnel—J-1                                                   | BRIG. GEN. PATRICK O. ADAMS,<br>USAF    |
| Director, Intelligence—J-2                                                                | REAR ADM. THOMAS R. WILSON,<br>USN      |
| Director for Operations—J-3                                                               | VICE ADM. SCOTT A. FRY, 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,<br>Communications, and Computer<br>Systems—J-6             | LT. GEN. JOHN L. WOODWARD, JR.,<br>USAF |
| Director for Operational Plans and<br>Interoperability—J-7                                | MAJ. GEN. GEORGE F. CLOSE, JR.,<br>USA  |

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

LT. GEN. EDWARD G. ANDERSON  
III, USA

[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 1.4 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 742,000 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 unified 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 unified 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.

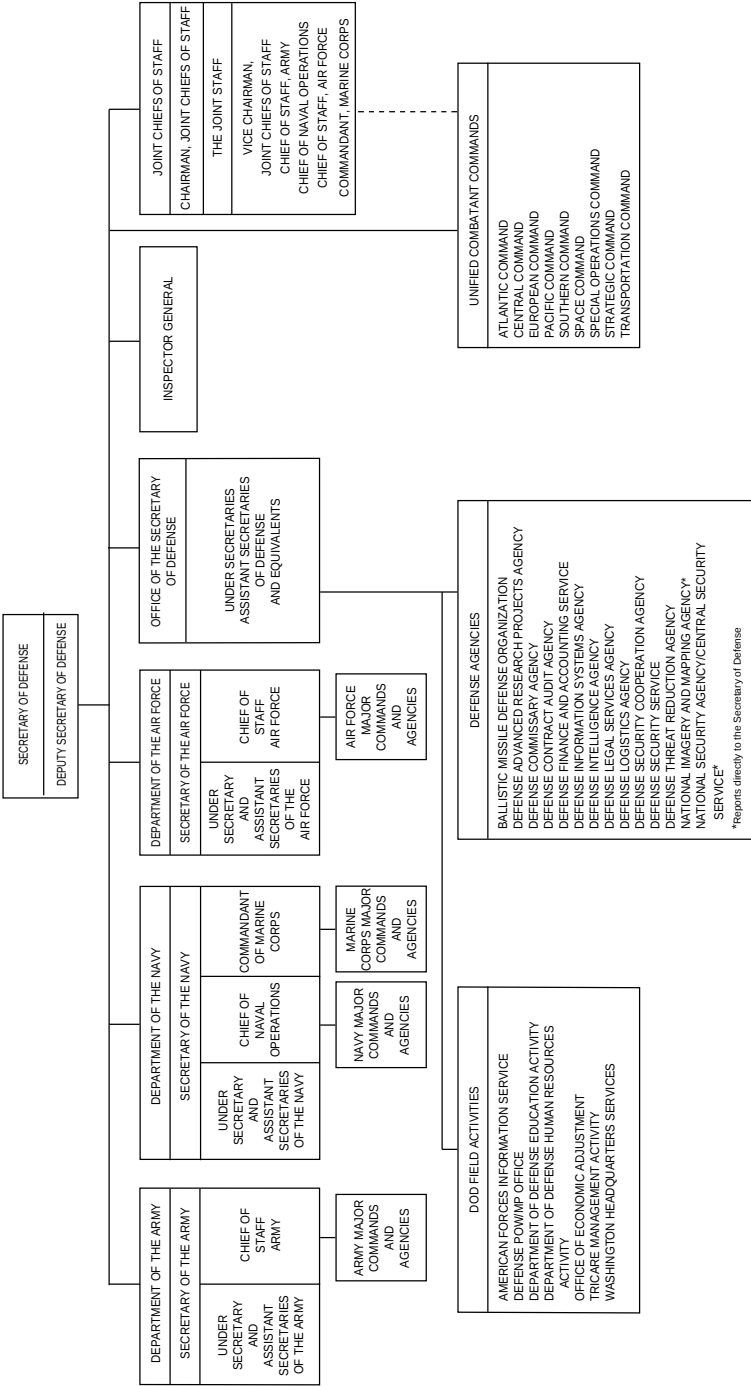
In providing immediate staff assistance and advice to the Secretary of Defense, the Office of the Secretary of Defense and the Chairman of the Joint Chiefs of Staff, and the Joint Staff, though separately identified and organized, function in full coordination and cooperation.

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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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 the unified 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 unified 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 unified 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 (C<sup>3</sup>I)) is the principal staff assistant and adviser to the Secretary and Deputy Secretary of Defense for achieving and maintaining information superiority in support of DOD missions, while exploiting or denying an adversary's ability to do the same. The Assistant Secretary of Defense (C<sup>3</sup>I) also serves as the DOD Chief Information Officer regarding information management and information technology.

**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,