AUTHENTICATED
U.S. GOVERNMENT
INFORMATION
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DEPARTMENT OF DEFENSE

Office of the Secretary, The Pentagon, Washington, DC 20301–1155
Phone, 703–545–6700. Internet, www.defenselink.mil.

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Deptuy Under Secretary of Defense (Financial Management)	DAVID L. NORQUIST
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Director, Program Analysis and Evaluation	(VACANCY)
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Director for Operations—J–3	LT. GEN. NORTON A. SCHWARTZ, USAF
Director for Logistics—J–4	VICE ADM. GORDON S. HOLDEN, USN
Director for Strategic Plans and Policy—J–5	LT. GEN. WALTER L. SHARP, USA
Director for Command, Control, Communications, and Computer Systems—J–6	LT. GEN. JOSEPH K. KELLOGG, JR., USA
Director for Operational Plans and Interoperability—J–7	BRIG. GEN. MARK P. HERTLING, USA
Director for Force Structure, Resources, and Assessment—J–8	LT. GEN. JAMES E. CARTWRIGHT, USMC

[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.

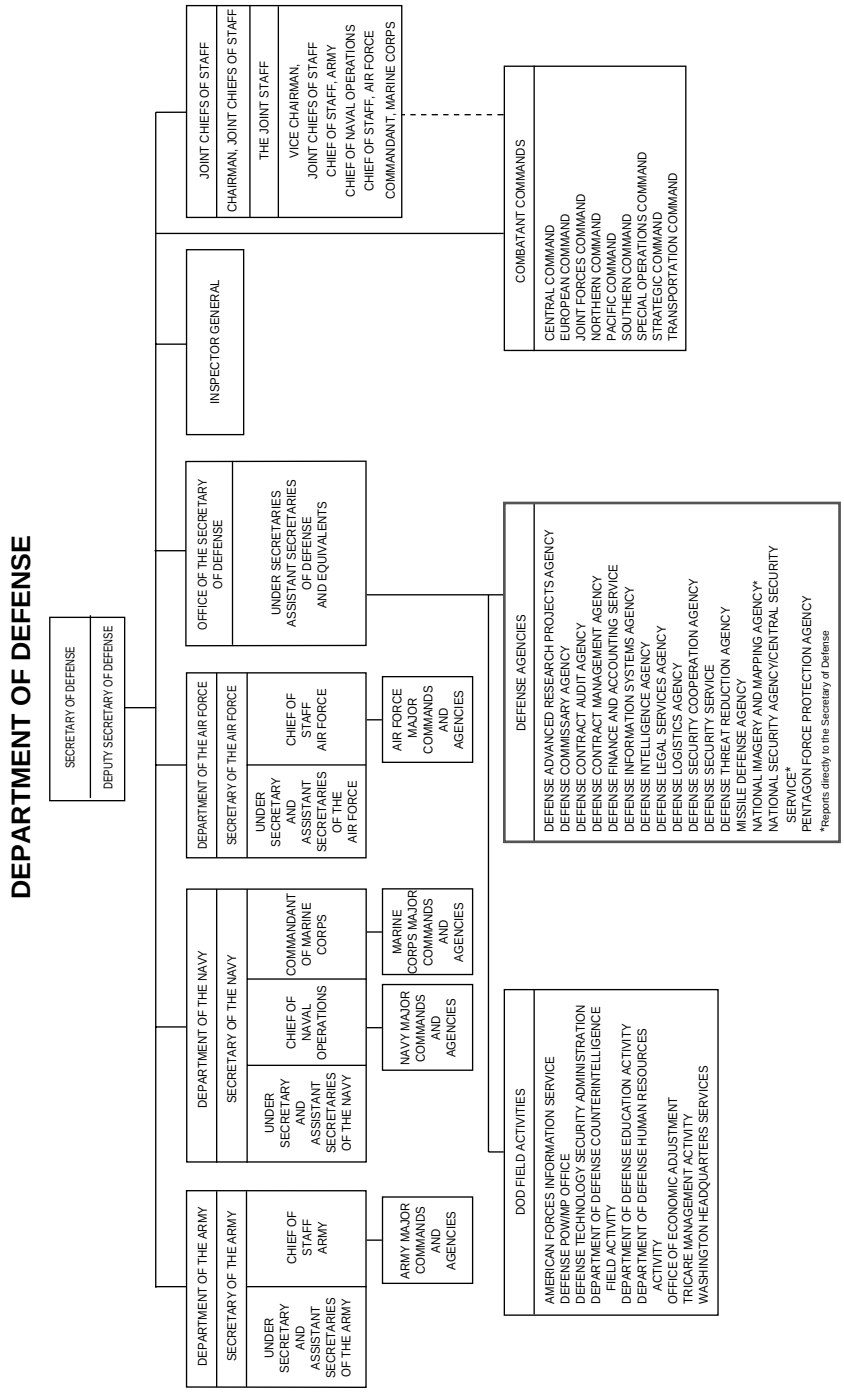
The major elements of these forces are the Army, Navy, Marine Corps, and Air Force, consisting of about 1.5 million men and women on active duty. They are backed, in case of emergency, by the 1.5 million members of the Reserve and National Guard. In addition, there are about 800,000 civilian employees 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 defense agencies and field activities 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.

Structure

The Department of Defense is composed of the Office of the Secretary of Defense;


DEPARTMENT OF DEFENSE
SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE
DEPARTMENT OF THE ARMY
SECRETARY OF THE ARMY
UNDER SECRETARY AND ASSISTANT SECRETARIES OF THE ARMY
CHIEF OF STAFF ARMY
ARMY MAJOR COMMANDS AND AGENCIES
DEPARTMENT OF THE NAVY
SECRETARY OF THE NAVY
UNDER SECRETARY AND ASSISTANT SECRETARIES OF THE NAVY
CHIEF OF NAVAL OPERATIONS
COMMANDANT OF MARINE CORPS
NAVY MAJOR COMMANDS AND AGENCIES
MARINE CORPS MAJOR COMMANDS AND AGENCIES
DEPARTMENT OF THE AIR FORCE
SECRETARY OF THE AIR FORCE
UNDER SECRETARY AND ASSISTANT SECRETARIES OF THE AIR FORCE
CHIEF OF STAFF AIR FORCE
AIR FORCE MAJOR COMMANDS AND AGENCIES
OFFICE OF THE SECRETARY OF DEFENSE
UNDER SECRETARIES ASSISTANT SECRETARIES OF DEFENSE AND EQUIVALENTS
INSPECTOR GENERAL
JOINT CHIEFS OF STAFF
CHAIRMAN, JOINT CHIEFS OF STAFF
THE JOINT STAFF
VICE CHAIRMAN, JOINT CHIEFS OF STAFF
CHIEF OF STAFF, ARMY
CHIEF OF NAVAL OPERATIONS
CHIEF OF STAFF, AIR FORCE
COMMANDANT, MARINE CORPS
COMBATANT COMMANDS
CENTRAL COMMAND
EUROPEAN COMMAND
JOINT FORCES COMMAND
NORTHERN COMMAND
PACIFIC COMMAND
SOUTHERN COMMAND
SPECIAL OPERATIONS COMMAND
STRATEGIC COMMAND
TRANSPORTATION COMMAND
DEFENSE AGENCIES
DEFENSE ADVANCED RESEARCH PROJECTS AGENCY
DEFENSE COMMISSARY AGENCY
DEFENSE CONTRACT AUDIT AGENCY
DEFENSE CONTRACT MANAGEMENT AGENCY
DEFENSE FINANCE AND ACCOUNTING SERVICE
DEFENSE INFORMATION SYSTEMS AGENCY
DEFENSE INTELLIGENCE AGENCY
DEFENSE LEGAL SERVICES AGENCY
DEFENSE LOGISTICS AGENCY
DEFENSE SECURITY COOPERATION AGENCY
DEFENSE SECURITY SERVICE
DEFENSE THREAT REDUCTION AGENCY
MISSILE DEFENSE AGENCY
NATIONAL IMAGERY AND MAPPING AGENCY*
NATIONAL SECURITY AGENCY/CENTRAL SECURITY SERVICE*
PENTAGON FORCE PROTECTION AGENCY
*Reports directly to the Secretary of Defense
DOD FIELD ACTIVITIES
AMERICAN FORCES INFORMATION SERVICE
DEFENSE POW/MP OFFICE
DEFENSE TECHNOLOGY SECURITY ADMINISTRATION
DEPARTMENT OF DEFENSE COUNTERINTELLIGENCE FIELD ACTIVITY
DEPARTMENT OF DEFENSE EDUCATION ACTIVITY
DEPARTMENT OF DEFENSE HUMAN RESOURCES ACTIVITY
OFFICE OF ECONOMIC ADJUSTMENT
TRICARE MANAGEMENT ACTIVITY
WASHINGTON HEADQUARTERS SERVICES

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.

Each military department 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 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.

Acquisition, Technology, and Logistics The Under Secretary of Defense for Acquisition, Technology, and Logistics is the principal staff assistant and adviser to the Secretary of Defense for all matters relating to the DOD acquisition system, research and development, advanced technology, developmental test and evaluation, production, logistics, installation management, military construction, procurement, environmental security, and nuclear, chemical, and biological matters.

Command, Control, Communications, and Intelligence The Assistant Secretary of Defense (Command, Control, Communications, and Intelligence (C^3I)) 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^3I) also serves as the DOD Chief Information Officer.

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 and adviser to the Secretary of Defense for policy matters relating to overall international security policy and political-military affairs and represents the Department at the National Security Council and other external agencies

regarding national security policy. Functional areas include homeland defense; NATO affairs; foreign military sales; arms limitation agreements; international trade and technology security; 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.

Additional Staff In addition, the Secretary and Deputy Secretary of Defense are assisted by a special staff of assistants, including the Assistant Secretary of Defense for Legislative Affairs; the General Counsel; the Inspector General; the Assistant Secretary of Defense for Public Affairs; the Assistant to the Secretary of Defense (Intelligence Oversight); the Director of Administration and Management; the Under Secretary of Defense (Comptroller)/Chief Financial Officer; the Director of Operational Test and Evaluation; Director, Force Transformation; Director, Net Assessment; Director, Program Analysis and Evaluation; 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, 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 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.

Combatant Commands

The combatant commands are military commands with broad continuing missions maintaining the security and defense of the United States against attack; supporting and advancing the national policies and interests of the United States and discharging U.S. military responsibilities in their area of responsibility; and preparing plans, conducting operations, and coordinating activities of the forces assigned to them in accordance with the directives of higher authority. 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 serves as the spokesman for the commanders of the combatant commands, especially on the operational requirements of their commands.

Combatant Commands

Command	Address	Commander
Central	USCENTCOM, 7115 S. Boundary Blvd., MacDill AFB, FL 33621–5101.	Gen. Tommy R. Franks, USA
European	USEUCOM, APO AE 09705	Gen. James L. Jones, Jr., USMC
Joint Forces	USJFCOM, Suite 200, 1562 Mitscher Ave., Norfolk, VA 23551–2488.	Adm. Edmund P. Giambastiani, USN
Pacific	USPACCOM, Box 64028, Camp H.M. Smith, HI 96861–4028.	Adm. Thomas B. Fargo, USN
Southern	USSOUTHCOM, 3511 NW. 91st Ave., Miami, FL 33172	Gen. James T. Hill, USA
Northern	USNORTHCOM, Suite 116, 250 S. Peterson Blvd., Peterson AFB, CO 80914–3010.	Gen. Ralph E. Eberhart, USAF
Special Operations	USSOCOM, 7701 Tampa Point Blvd., MacDill AFB, FL 33621–5323.	Gen. Charles R. Holland, USAF
Strategic	USSTRATCOM, Suite 2A1, 901 SAC Blvd., Offutt AFB, NE 68113–6000.	Adm. James O. Ellis, Jr., USN
Transportation	USTRANSCOM, Rm. 339, 508 Scott Dr., Scott AFB, IL 62225–5357.	Gen. John W. Handy, USAF

Field Activities

American Forces Information Service

The American Forces Information Service (AFIS) was established in 1977. AFIS provides internal information to U.S. forces worldwide in order to promote and sustain military unit and individual readiness, quality of life, and morale; trains public affairs, broadcast, and visual information professionals for DOD; provides communications services to military commanders and combat forces; and oversees and manages DefenseLINK and other Office of the Secretary of Defense publicly accessible Web sites. AFIS provides news, features, photography, videography, news clippings, and other internal command information products and services to DOD. It provides policy guidance and oversight for departmental periodicals

and pamphlets, military command newspapers, the broadcast elements of the military departments, DOD audiovisual matters, and public affairs and visual information training.

For further information, contact the American Forces Information Service, Department of Defense, Suite 311, 601 North Fairfax Street, Alexandria, VA 22314–2007. Phone, 703–428–1200. Internet, www.defenselink.mil/afis.

Counterintelligence The DOD Counterintelligence Field Activity was established in 2002 to develop and implement an integrated Defense counterintelligence system to support the protection of DOD personnel and critical assets from foreign intelligence services, foreign terrorists, and other clandestine or covert threats.

For further information, contact the Department of Defense Counterintelligence Field Activity, Crystal Square 5, Suite 1200, 1755 Jefferson Davis Highway, Arlington, VA 22202–3537. Phone, 703–414–9500.

Defense Technology Security The Defense Technology Security Administration (DTSA) is the central DOD point of contact for development and implementation of technology security policies governing defense articles and services and dual-use commodities. DTSA helps balance continued U.S. military technological superiority with the need for improved interoperability with allies and coalition partners; helps maintain a healthy defense industrial base; ensures rigorous review of exports that could contribute to terrorism or the proliferation of biological, chemical or nuclear weapons and their means of delivery; facilitates rapid DOD exploitation of commercial developments that address our vulnerabilities; and contributes to a capabilities-based approach to defense planning.

For further information, contact the Deputy Under Secretary of Defense for Technology Security Policy and Counterproliferation, Room 4B661, 2000 Defense Pentagon, Washington, DC 20301–2900. Phone, 703–697–3249. Fax, 703–695–8223.

Education The Department of Defense Education Activity (DODEA) was established in 1992. It consists of two subordinate organizational entities: the Department of Defense Dependents Schools (DODDS) and the Department of Defense Domestic Dependent Elementary and Secondary Schools (DOD DDESS). DODEA formulates, develops, and implements policies, technical guidance, and standards for the effective management of Defense dependents education activities and programs. It also plans, directs, coordinates, and manages the education programs for eligible dependents of U.S. military and civilian personnel stationed overseas and stateside; evaluates the programmatic and operational policies and procedures for DODDS and DOD DDESS; and provides education activity representation at meetings and deliberations of educational panels and advisory groups.

For further information, contact the Department of Defense Education Activity, 4040 North Fairfax Drive, Arlington, VA 22203–1635. Phone, 703–696–4235. Internet, www.odedodea.edu.

Human Resources and Manpower The Department of Defense Human Resources Activity (DODHRA) was established in 1996 to support departmental and congressionally mandated programs in the benefits, readiness, and force protection areas. DODHRA collects, maintains, and analyzes manpower, personnel, training, and financial data; establishes and maintains data and systems used to determine entitlements to DOD benefits; and manages civilian personnel administrative services for the Department. It performs long-term programmatic research and analysis to improve DOD personnel security systems and serves as the principal advocate for academic quality and cost-effectiveness of all DOD civilian education and professional development activities.

For further information, contact the Department of Defense Human Resources Activity-Headquarters, Suite 200, 4040 Fairfax Drive, Arlington, VA 22203–1613. Phone, 703–696–1036. Internet, www.dhra.osd.mil.

Health Care The TRICARE Management Activity (TMA) was formed in 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, and the integration of health management program functions formerly located in the Office of the Assistant Secretary of Defense for Health Affairs. The mission of TMA is to manage TRICARE; 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.

For further information, contact the TRICARE Management Activity, Suite 810, Skyline 5, 5111 Leesburg Pike, Falls Church, VA 22041–3206. Phone, 703–681–1730. Fax, 703–681–3665. Internet, www.tricare.osd.mil.

Prisoners of War and Missing Personnel The Defense Prisoner of War/Missing Personnel Office (DPMO) was established in 1993 to provide centralized management of prisoner of war/missing personnel affairs within the Department of Defense. DPMO's primary responsibilities include: leadership for and policy oversight over all efforts to account for Americans still missing from past conflicts since World War II and the recovery of and accounting for those who may become isolated in hostile territory in future conflicts. The Office also provides all administrative and logistical support to the Presidentially mandated U.S.-Russia Joint Commission on POW/MIA; conducts research and analysis to help resolve cases of those unaccounted for; examines DOD documents for possible public disclosure; and, through periodic consultations and other appropriate measures, maintains viable channels of communications on POW/MIA matters between DOD and Congress, the families of the missing, and the American public.

For further information, contact the Defense Prisoner of War/Missing Personnel Office, 2400 Defense Pentagon, Washington, DC 20301–2400. Phone, 703–602–2102x169 . Fax, 703–602–1890. Internet, www.dtic.mil/dpmo.

Economic Adjustment The Office of Economic Adjustment is a DOD field activity under the authority, direction, and control of the Under Secretary of Defense for Acquisition, Technology, and Logistics. The Office 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 realignment or other actions.

For further information, contact the Office of Economic Adjustment, Department of Defense, Suite 200, 400 Army Navy Drive, Arlington, VA 22202–4704. Phone, 703–604–6020.

Washington Headquarters Washington Headquarters Services provides a broad variety of operational and support services to the Office of the Secretary of Defense, specified DOD components, selected other Federal Government activities, and the general public. Such support includes financial management and accounting services, directives and records management, civilian and military human resource management, personnel security services, information technology and data systems support, facilities management, office services, and legal services. In addition, the Washington Headquarters Services serves DOD and the public in the areas of voting assistance, information release, and privacy programs.

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. An up-to-date, full-text searchable listing of the Department's inventory of film,

videotape, and interactive multimedia titles is available on the Internet. For information and obtaining productions, contact the following sources:

—For newer productions, contact the National Technical Information Service, 5285 Port Royal Road, Springfield, VA 22161 (phone, 800–553–6847 or 703–605–6000), or the defense visual information site (Internet, dodimagery.afis.osd.mil, and select ''Central DoD Production Databases@DAVIS/DITIS'').

—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 general inquiries, phone 800–234–8861 or 301–713–6800 or E-mail Inquiry@nara.gov.

—For stock footage, still photographs, and CD-ROMs, contact the Defense Visual Information Center, 1363 Z Street, Building 2730, March Air Reserve Base, CA 92518–2070. Phone, 909–413–2515. Internet, www.dodimagery.afis.osd.mil, and select ''Records Center Servers@DVIC''.

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

Contracts and Small Business Activities Contact the Director, Small and Disadvantaged Business Utilization, Office of the Secretary of Defense, 3061 Defense Pentagon, Washington, DC 20301–3061. Phone, 703–588–8631.

DOD Directives and Instructions Contact the Communications and Directives Directorate, Washington Headquarters Services, 1155 Defense Pentagon, Washington, DC 20301–1155. Phone, 703–601–4722.

Electronic Access Information about the following offices is available as listed below:

Office of the Secretary of Defense: www.defenselink.mil.

Joint Chiefs of Staff: www.dtic.mil/jcs.

Central Command: www.centcom.mil.

Combatant commands: www.defenselink.mil/pubs/almanac/unified.html.

European Command: www.eucom.mil.

Joint Forces Command: www.jfcom.mil.

Pacific Command: www.pacom.mil.

Northern Command: www.northcom.mil.

Southern Command: www.southcom.mil.

Special Operations Command: www.socom.mil.

Strategic Command: www.stratcom.mil.

Transportation Command: www.transcom.mil.

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, 5001 Eisenhower Avenue, Alexandria, VA 22233–0001. Phone, 703–617–0652. Internet, http://persec.whs.mil/hrsc/empinfo.html.

Speakers Civilian and military officials from the U.S. Department of Defense are available to speak to numerous public and private sector groups interested in a variety of defense related topics, including the global war on terrorism. Requests for speakers should be addressed to the Director for Community Relations and Public Liaison, 1400 Defense Pentagon, Room 1E776, Washington, DC 20310–1400, or by calling 703–695–2733.

Pentagon Tours Information on guided tours of the Pentagon may be obtained by writing to the Director, Pentagon Tours, 1400 Defense Pentagon, Room 1E776, Washington, DC 20310–1400 or calling 703–697–1776 or 703–695–3324, or by sending an E-mail to tourschd.pa@osd.mil. Internet, www.defenselink.mil/pubs/pentagon.

DefendAmerica Web site The DefendAmerica Web site, which can be found at http://defendamerica.mil, is produced by the Department of Defense and devoted to educating people on the global war on terrorism. This site features up-to-date news, photographs, briefings and more information from authoritative Defense Department sources.

For further information concerning the Department of Defense, contact the Director, Directorate for Public Inquiry and Analysis, Office of the Assistant Secretary of Defense for Public Affairs, 1400 Defense Pentagon, Washington, DC 20301–1400. Phone, 703–428–0711. Internet, www.defenselink.mil and www.defendamerica.mil.