

## DEPARTMENT OF DEFENSE

Office of the Secretary, The Pentagon, Washington, DC 20301-1155  
Phone, 703-545-6700. Internet, [www.defenselink.mil](http://www.defenselink.mil).

SECRETARY OF DEFENSE	ROBERT M. GATES
DEPUTY SECRETARY OF DEFENSE	WILLIAM LYNN III
Under Secretary of Defense for Acquisition, Technology, and Logistics	ASHTON B. CARTER
Deputy Under Secretary of Defense (Business Transformation)	PAUL A. BRINKLEY
Deputy Under Secretary of Defense (Installations and Environment)	LOUIS W. ARNY III
Under Secretary of Defense for Policy	MICHELE FLOURNOY
Principal Deputy Under Secretary of Defense for Policy	JAMES N. MILLER, JR.
Assistant Secretary of Defense (International Security Affairs)	ALEXANDER R. VERSHBOW
Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict)	MICHAEL VICKERS
Assistant Secretary of Defense (Homeland Defense and America's Security)	(VACANCY)
Assistant Secretary of Defense (Global Strategic Affairs)	JOSEPH BENKERT
Assistant Secretary of Defense (Asian and Pacific Security Affairs)	(VACANCY)
Deputy Assistant Secretary of Defense (Plans) Under Secretary of Defense (Technology Security Policy/Counter Proliferation)	JANINE DAVIDSON (VACANCY)
Deputy Under Secretary of Defense (Strategy, Plans and Forces)	KATHLEEN HICKS
Deputy Under Secretary of Defense (Policy Integration and Chief of Staff)	PETER VERGA
Principal Deputy Under Secretary of Defense for Personnel and Readiness	WILLIAM J. CARR, <i>Acting</i>
Assistant Secretary of Defense (Reserve Affairs)	DAVID L. MCGINNIS, <i>Acting</i>
Deputy Assistant Secretary of Defense (Reserve Affairs)	JENNIFER C. BUCK
Deputy Under Secretary of Defense (Program Integration)	JEANNE FITES
Deputy Under Secretary of Defense (Readiness)	SAMUEL D. KLEINMAN
Deputy Under Secretary of Defense (Military Personnel Policy)	WILLIAM J. CARR
Deputy Under Secretary of Defense (Military Community and Family Policy)	ARTHUR J. MYERS, <i>Acting</i>
Deputy Under Secretary of Defense (Plans) Under Secretary of Defense (Comptroller)/Chief Financial Officer	GAIL H. MCGINN ROBERT F. HALE

Principal Deputy Under Secretary of Defense (Comptroller)	MICHAEL J. MCCORD
Under Secretary of Defense (Intelligence)	JAMES R. CLAPPER, JR.
Assistant Secretary of Defense (Networks and Information Integration)/Chief Information Officer	JOHN G. GRIMES
Assistant Secretary of Defense (Legislative Affairs)	(VACANCY)
Assistant Secretary of Defense (Public Affairs)	ROBERT L. HASTINGS, <i>Acting</i>
General Counsel	JEH CHARLES JOHNSON
Director, Operational Test and Evaluation	CHARLES E. MCQUEARY
Principal Deputy Director for Operational Test and Evaluation	DAVID W. DUMA
Inspector General	GORDON S. HEDDELL, <i>Acting</i>
Director of Administration and Management	MICHAEL L. RHODES, <i>Acting</i>

**Joint Chiefs of Staff**

Chairman	ADM. MICHAEL G. MULLEN, USN
Vice Chairman	GEN. JAMES E. CARTWRIGHT, USMC
Chief of Staff, Army	GEN. GEORGE W. CASEY, JR., USA
Chief of Naval Operations	ADM. GARY ROUGHEAD, USN
Chief of Staff, Air Force	GEN. NORTON A. SCHWARTZ, USAF
Commandant, Marine Corps	GEN. JAMES T. CONWAY, 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 1.3 million men and women on active duty. They are backed, in case of emergency, by the 825,000 members of the Reserve and National Guard. In addition, there are about 600,000 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), headed by the Secretary of Defense.

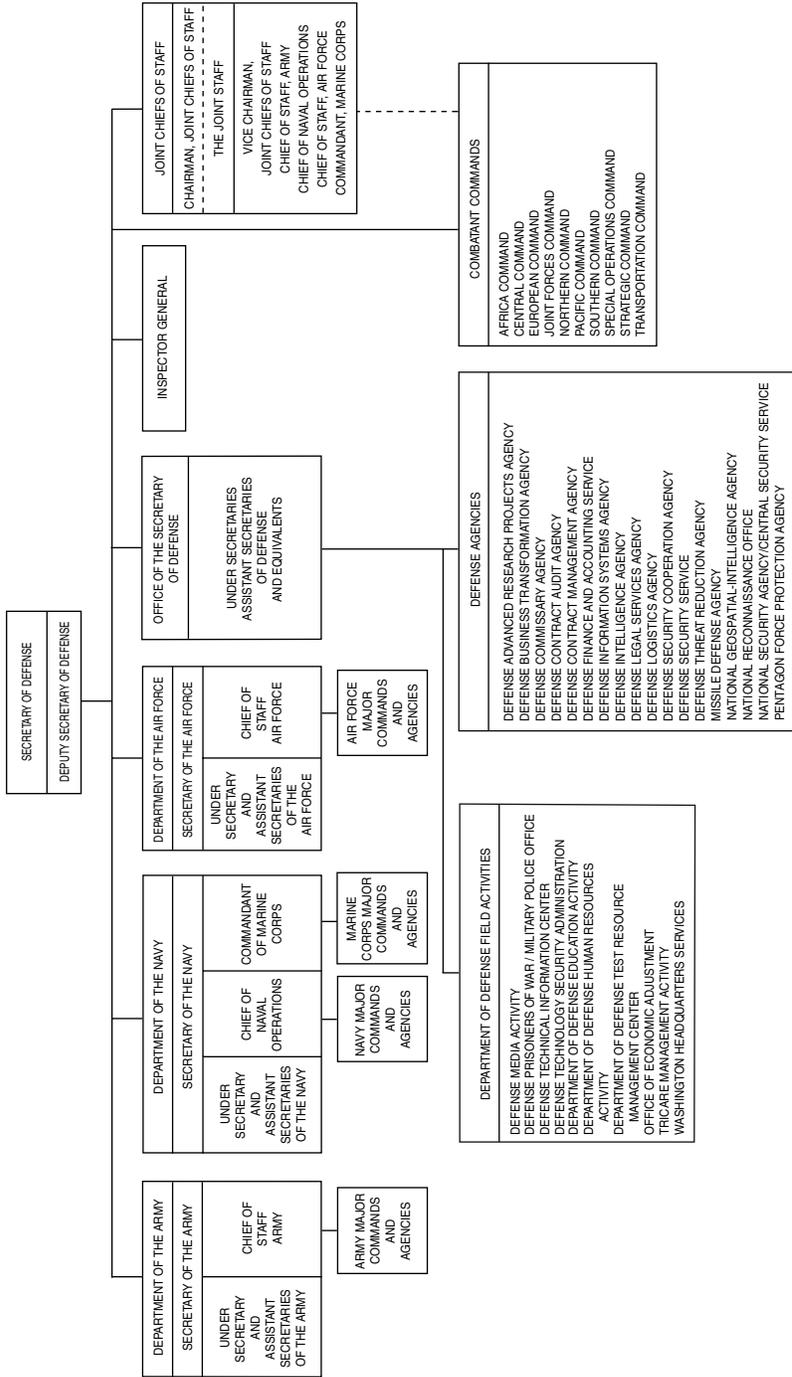
the defense agencies; DOD field activities; and such other offices, agencies, activities, and commands as may be established or designated by law, or by the President or the Secretary of Defense.

**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;

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

**DEPARTMENT OF DEFENSE**



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; modeling and simulation; systems engineering; advanced technology; developmental test and evaluation; production; systems integration; logistics; installation management; military construction; procurement; environment, safety, and occupational health management; utilities and energy management; business management modernization; document services; and nuclear, chemical, and biological defense programs.

**Intelligence** The Under Secretary of Defense for Intelligence is the principal staff assistant and adviser to the Secretary and Deputy Secretary of Defense for intelligence, intelligence-related matters, counterintelligence, and security. The Under Secretary of Defense for Intelligence supervises all intelligence and intelligence-related affairs of DOD.

### **Networks and Information Integration**

The Assistant Secretary of Defense (Networks and Information Integration) 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 also serves as the 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, dependents' education, and personnel support programs; mobilization planning and requirements; language capabilities and programs; and the Federal Voting Assistance Program. The Under Secretary of Defense (Personnel and Readiness) also serves as the Chief Human Capital Officer.

**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; stability operations; 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 assigned areas; 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 administrative requirements of their commands.

**Combatant Commands**

Command	Address	Commander
Central	USCENTCOM, 7115 S. Boundary Blvd., MacDill AFB, FL 33621-5101.	Gen. David H. Petraeus, USA
European	USEUCOM, APO AE 09131	Adm. James G. Stavridis, USN
Joint Forces	USJFCOM, Suite 200, 1562 Mitscher Ave., Norfolk, VA 23551-2488.	Gen. James N. Mattis, USMC
Pacific	USPACCOM, Box 64028, Camp H.M. Smith, HI 96861-4028.	Adm. Timothy J. Keating, USN
Southern	USSOUTHCOM, 3511 NW. 91st Ave., Miami, FL 33172	Gen. Douglas M. Fraser, USAF
Northern	USNORTHCOM, Suite 116, 250 S. Peterson Blvd., Peterson AFB, CO 80914-3010.	Gen. Victor E. Renuart, USAF
Africa	USAFRICOM, APO AE 09107	Gen. William E. Ward, USA
Special Operations	USSOCOM, 7701 Tampa Point Blvd., MacDill AFB, FL 33621-5323.	Gen. Bryan D. Brown, USAF
Strategic	USSTRATCOM, Suite 2A1, 901 SAC Blvd., Offutt AFB, NE 68113-6000.	Gen. Kevin P. Chilton, USAF
Transportation	USTRANSCOM, Rm. 339, 508 Scott Dr., Scott AFB, IL 62225-5357.	Gen. Duncan J. McNabb, USAF

**Field Activities**

**American Forces Information Service**

The American Forces Information Service (AFIS) provides internal communications program support to U.S. military forces worldwide to promote and sustain military unit and individual readiness, situational awareness, quality of life, and morale; trains public affairs, broadcast, and visual information professionals for

DOD; and provides military commanders and combat forces with news, features, photography, videography, news clippings, and other internal command information products and services. AFIS provides internal communications 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 300, 601 North Fairfax Street, Alexandria, VA 22314-2007. Phone, 703-428-1200. Internet, [www.defenselink.mil/afis](http://www.defenselink.mil/afis).**

**Counterintelligence Field Activity** The DOD Counterintelligence Field Activity was established in 2002 to build a Defense counterintelligence (CI) system that is informed by national goals and objectives and supports the protection of DOD personnel and critical assets from foreign intelligence services, foreign terrorists, and other clandestine or covert threats. The desired end is a transformed Defense CI system which integrates and synchronizes the counterintelligence activities of the Military Departments, Defense Agencies, Joint Staff, and Combatant Commands.

**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, 703-699-7799.**

**Defense Technical Information Center** The Defense Technical Information Center (DTIC) is a field activity in the Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics). It operates under the authority, direction, and control of the Director, Defense Research and Engineering. DTIC provides defense scientific and technical information, offers controlled access to defense information, and designs and hosts more than 100 DOD Web sites. DTIC's collections include technical reports, summaries of research in progress, independent research and development material, defense technology transfer agreements, and DOD planning documents.

**For further information, contact the Defense Technical Information Center, 8725 John J. Kingman Rd., Fort Belvoir, VA 22060-6218. Phone, 800-225-3842. Internet, [www.dtic.mil/dtic/index.html](http://www.dtic.mil/dtic/index.html).**

**Defense Technology Security Administration** 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 administers the development and implementation of DOD technology security policies on international transfers of defense-related goods, services, and technologies to ensure that critical U.S. military technological advantages are preserved; transfers that 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; diversion of defense-related goods to terrorists is prevented; legitimate defense cooperation with foreign friends and allies is supported; and the health of the defense industrial base is assured.

**For further information, contact the Director, Defense Technology Security Administration, 2900 Defense Pentagon, Washington, DC 20301-2900. Phone, 703-325-3294. Fax, 703-325-6467. Internet, [www.dod.mil/policy/sections/policy\\_offices/dtsa/index.html](http://www.dod.mil/policy/sections/policy_offices/dtsa/index.html).**

**Education Activity** 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 (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 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, 703-588-3200. Internet, [www.dodea.edu](http://www.dodea.edu).**

**Human Resources Field Activity** The Department of Defense Human Resources Activity enhances the operational effectiveness and efficiency of a host of dynamic and diverse programs supporting the Office of the Under Secretary of Defense for Personnel and Readiness. The Field Activity supports policy development, performs cutting-edge research and expert analysis, supports readiness and reengineering efforts, manages the largest automated personnel data repositories in the world, prepares tomorrow's leaders through robust developmental programs, supports recruiting and retaining the best and brightest, and delivers both benefits and critical services to warfighters and their families.

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.mil](http://www.dhra.mil).

**TRICARE Management Activity** 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](http://www.tricare.osd.mil).

**Test Resource Management** The Test Resource Management Center (TRMC) is a DOD field activity under the authority, direction, and control of the Under Secretary of Defense for Acquisition, Technology, and Logistics. The Center develops policy, plans for, and assesses

the adequacy of the major range and test facility base to provide adequate testing in support of development, acquisition, fielding, and sustainment of defense systems. TRMC develops and maintains the test and evaluation resources strategic plan, reviews the proposed DOD test and evaluation budgets, and certifies the adequacy of the proposed budgets and if they provide balanced support of the strategic plan. TRMC manages the Central Test and Evaluation Investment Program, the Test and Evaluation Science and Technology Program, and the Joint Mission Environment Test Capability Program.

**Defense Prisoners of War and Missing Personnel Office** 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 DOD. DPMO's primary responsibilities include leadership for and policy oversight over all efforts to account for Americans still missing from past conflicts and the recovery of and accounting for those who may become isolated in hostile territory in future conflicts. The Office also provides administrative and logistical support to the U.S.-Russia Joint Commission on POW/MIAs; 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, 703-699-1160. Fax, 703-602-4375. Internet, [www.dtic.mil/dpmo](http://www.dtic.mil/dpmo).

**Office of Economic Adjustment** The Office of Economic Adjustment (OEA) assists communities that are adversely affected by base closures, expansions, or realignments and Defense contract or program cancellations. OEA provides

technical and financial assistance to those communities and coordinates other Federal agencies' involvement through the Defense Economic Adjustment Program.

**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 Services**

Washington Headquarters Services (WHS), established as a DOD Field Activity on October 1, 1977, is under the authority, direction, and control of the Director of Administration and Management. WHS provides a wide range of administrative and operational services to the Office of the Secretary of Defense, specified DOD components, select Federal Government activities, and the general public. This support includes contracting and procurement; Defense facilities management; Pentagon renovation and construction; directives and records management; financial management; library service; human resource services for executive, political, military, and civilian personnel; personnel security services; support for advisory boards and commissions; legal services and advice; information technology and data systems support; enterprise information technology

infrastructure services; and planning and evaluation functions.

**For further information, contact the Administration and Program Support Directorate, Washington Headquarters Services, 1155 Defense Pentagon, Washington, DC 20301-1155. Phone, 703-601-6138. Internet, [www.whs.pentagon.mil](http://www.whs.pentagon.mil).**

**Defense Media Agency** Defense Media Activity (DMA) gathers and reports defense news and information from all levels in the department to the DOD family worldwide through the Armed Forces Radio and Television Network, the Internet, and printed publications. DMA reports news about individual soldiers, sailors, marines, airmen, and defense civilian employees to the American public through the Hometown News Service. DMA provides World Wide Web infrastructure and services for DOD organizations. It collects, processes, and stores DOD imagery products created by the department and makes them available to the American public. It trains the department's public affairs and visual information military and civilian professionals. DMA also operates *Stars and Stripes*, a news and information organization, free of government editorial control and censorship for military audiences overseas.

**For further information, contact the Defense Media Agency, Department of Defense, Suite 300, 601 North Fairfax Street, Alexandria, VA 22314-2007. Phone, 703-428-1200. Internet, [www.dma.mil](http://www.dma.mil).**

## **Sources of Information**

**News Organizations** Newspapers and radio and television stations may subscribe to receive news releases about individual military members and Defense Department civilian employees at no cost. Phone, 210-925-6541. Email, [hometown@dma.mil](mailto:hometown@dma.mil). Internet, [www1.dmasa.dma.mil/hometown/](http://www1.dmasa.dma.mil/hometown/).

**Audiovisual Products** Certain Department of Defense productions on film and videotapes, CD-ROMs, 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. There may be a fee charged for the Department's audiovisual and multimedia products. For information, 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](http://dodimagery.afis.osd.mil)).

—For older productions, contact the Motion Picture, Sound, and Video Branch, 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 email [inquiry@nara.gov](mailto:inquiry@nara.gov).

—For still and motion images of operations, exercises, and historical events or for interactive training materials, contact the Defense Imagery Management Center. Phone, 888–743–4662. Internet, [www.defenseimagery.mil](http://www.defenseimagery.mil). Email, [askdimoc@hq.afis.osd.mil](mailto:askdimoc@hq.afis.osd.mil).

#### **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 Executive Services and Communications 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](http://www.defenselink.mil).  
 Joint Chiefs of Staff: [www.jcs.mil](http://www.jcs.mil).  
 Central Command: [www.centcom.mil](http://www.centcom.mil).  
 Combatant commands: [www.defenselink.mil/pubs/almanac/unified.html](http://www.defenselink.mil/pubs/almanac/unified.html).  
 European Command: [www.eucom.mil](http://www.eucom.mil).  
 Joint Forces Command: [www.jfcom.mil](http://www.jfcom.mil).  
 Pacific Command: [www.pacom.mil](http://www.pacom.mil).  
 Northern Command: [www.northcom.mil](http://www.northcom.mil).  
 Southern Command: [www.southcom.mil](http://www.southcom.mil).  
 Special Operations Command: [www.socom.mil](http://www.socom.mil).  
 Strategic Command: [www.stratcom.mil](http://www.stratcom.mil).

Transportation Command: [www.transcom.mil](http://www.transcom.mil).

**Employment** Positions are filled by a variety of sources. Information concerning current vacancies and how to apply for positions may be found at <https://storm.psd.whs.mil/>. Assistance in applying for positions is also available from our Human Resources Services Center Help Desk at 703–604–6219, 7:30 a.m. to 5:00 p.m. weekdays or by writing to Washington Headquarters Services, 2521 South Clark Street, Suite 4000, Arlington, VA 22202.

**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 2C546, 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 2C546, Washington, DC 20310–1400 or calling 703–695–7778 or by sending an email to [tourschd.pa@osd.mil](mailto:tourschd.pa@osd.mil). Internet, [www.defenselink.mil/pubs/pentagon](http://www.defenselink.mil/pubs/pentagon).

**Defend America Web Site** The Defend America 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](http://www.defenselink.mil) and [www.defendamerica.mil](http://www.defendamerica.mil).**

**EDITORIAL NOTE:** The Department of the Air Force did not meet the publication deadline for submitting updated information of its activities, functions, and sources of information as required by the automatic disclosure provisions of the Freedom of Information Act (5 U.S.C. 552(a)(1)(A)).

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## DEPARTMENT OF THE AIR FORCE

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Phone, 703-697-6061. Internet, [www.af.mil](http://www.af.mil).

### SECRETARY OF THE AIR FORCE

Chief of Staff  
Vice Chief of Staff  
Chief Master Sergeant  
Administrative Assistant  
Auditor General  
Acquisition  
Financial Management and Comptroller  
General Counsel  
International Affairs  
Installations, Environment and Logistics  
Inspector General  
Legislative Liaison  
Manpower and Reserve Affairs  
Public Affairs  
Small Business Programs  
Warfighting Integration and Chief Information Officer  
Manpower and Personnel  
Intelligence, Surveillance and Reconnaissance  
Air, Space and Information Operations, Plans and Requirements  
Logistics, Installation and Mission Support  
Strategic Plans and Programs  
Analyses, Assessments and Lessons Learned  
Strategic Deterrence and Nuclear Integration Office  
Chief of Chaplains  
Air Force Historian  
Judge Advocate General  
Chief, Air Force Reserve  
Safety  
Surgeon General  
Chief Scientist  
Test and Evaluation  
Chief, National Guard Bureau  
Director, Air National Guard

MICHAEL B. DONLEY  
GEN. NORTON A. SCHWARTZ  
GEN. WILLIAM M. FRASER III  
CMSGT. JAMES A. ROY  
WILLIAM A. DAVIDSON  
THEODORE J. WILLIAMS  
DAVID M. VAN BUREN, *Acting*  
JAMIE M. MORIN  
CHARLES A. BLANCHARD  
BRUCE S. LEMKIN  
(VACANCY)  
LT. GEN. MARC E. ROGERS  
MAJ. GEN. HERBERT J. CARLISLE  
(VACANCY)  
COL. LES A. KODLICK  
RONALD A. POUSSARD  
LT. GEN. WILLIAM L. SHELTON  
  
LT. GEN. RICHARD Y. NEWTON III  
LT. GEN. DAVID A. DEPTULA  
LT. GEN. DANIEL J. DARNELL  
  
LT. GEN. LOREN M. RENO  
LT. GEN. RAYMOND E. JOHNS, JR.  
JACQUELINE R. HENNINGSEN  
MAJ. GEN. C. DONALD ALSTON  
  
MAJ. GEN. CECIL R. RICHARDSON  
CLARENCE R. ANDEREGG  
LT. GEN. JACK L. RIVES  
LT. GEN. CHARLES E. STENNER, JR.  
MAJ. GEN. FREDERICK F. ROGGERO.  
LT. GEN. JAMES G. ROUDEBUSH  
WERNER J.A. DAHM  
JOHN T. MANCLARK  
GEN. CRAIG R. MCKINLEY  
LT. GEN. HARRY M. WYATT III