

DEPARTMENT OF DEFENSE

KEY OFFICIALS

1947 - 1992



HISTORICAL OFFICE
OFFICE OF THE SECRETARY OF DEFENSE
1992

INTRODUCTORY NOTE

This compilation, prepared by the Historical Office, Office of the Secretary of Defense, presents information about the organization of the Department of Defense and its key officials since 1947. Offices are listed in accordance with their status within the Department, for the most part; at the assistant secretary level functional areas are arranged alphabetically.

In most entries the effective date of incumbency is the initial swearing-in date. Officials assumed office after an initial swearing-in, followed by a ceremonial swearing-in days or weeks later. Dates of Department of Defense directives confirming establishment of positions and prescribing functions usually followed appointments by months and sometimes years. Offices were often without a permanent appointee for periods ranging from days to years. During many of these periods there were acting officials in charge. In other instances there is no indication of an acting official and a time gap is evident. For the most part, acting officials have been de facto rather than formally designated.

Rank of statutory officials is established at Executive Level positions, as follows: Level I - Secretary of Defense; Level II - Deputy Secretary of Defense and Under Secretary of Defense (Acquisition); Level III - Under Secretary of Defense (Policy) and Principal Deputy Under Secretary of Defense (Acquisition); and Level IV - Assistant Secretaries and equivalents.

Editions of this publication have appeared periodically for more than 20 years under the titles Fact Sheet, Facts, and Fact Book. The title of this edition more precisely reflects the contents than did previous titles.

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CURRENT DEPARTMENT OF DEFENSE OFFICIALS

Secretary of Defense	Richard B. Cheney
Deputy Secretary of Defense	Donald J. Atwood
Under Secretary of Defense (Acquisition)	Donald J. Yockey
Principal Deputy Under Secretary (Acquisition)	Donald C. Fraser
Under Secretary of Defense (Policy)	Paul Wolfowitz
Assistant Secretary of Defense (International Security Affairs)	James R. Lilley
Assistant Secretary of Defense (International Security Policy)	Stephen J. Hadley
Assistant Secretary of Defense (Production and Logistics)	Colin McMillan
Assistant Secretary of Defense (Command, Control, Communications and Intelligence)	Duane P. Andrews
Assistant Secretary of Defense (Health Affairs)	Dr. Enrique Mendez
Assistant Secretary of Defense (Legislative) Affairs)	David J. Gribbin III
Assistant Secretary of Defense (Force Management and Personnel)	Christopher Jehn
Assistant Secretary of Defense (Reserve Affairs)	Stephen M. Duncan
Assistant Secretary of Defense (Public Affairs)	Louis A. Williams
Assistant Secretary of Defense (Program Analysis and Evaluation)	David S.C. Chu
Assistant Secretary of Defense (Special Operations /Low Intensity Conflict)	James R. Locher
Director Defense Research and Engineering	Dr. Victor Reis
Comptroller	Sean O'Keefe
The General Counsel	
Inspector General	

DEPARTMENT OF THE ARMY

Secretary of the Army	Michael P. Stone
Under Secretary of the Army	John W. Shannon
Assistant Secretary of the Army (Research, Development and Acquisition)	Stephen K. Conver
Assistant Secretary of the Army (Civil Works)	Nancy P. Dorn
Assistant Secretary of the Army (Manpower and Reserve Affairs)	
Assistant Secretary of the Army (Financial Management)	Douglas A. Brook
Assistant Secretary of the Army (Installations, Logistics and Environment)	Susan Livingstone

DEPARTMENT OF THE NAVY

Secretary of the Navy	H. Lawrence Garrett III
Under Secretary of the Navy	J. Daniel Howard
Assistant Secretary of the Navy (Manpower and Reserve Affairs)	Barbara Spyridon Pope
Assistant Secretary of the Navy (Installations and Environment)	Jacqueline E. Schafer
Assistant Secretary of the Navy (Financial Management)	Robert C. McCormack
Assistant Secretary of the Navy (Research , Development and Acquisition)	Gerald A. Cann

DEPARTMENT OF THE AIR FORCE

Secretary of the Air Force	Donald B. Rice
Under Secretary of the Air Force	Anne N. Foreman
Assistant Secretary of the Air Force (Acquisition)	G. Kim Wincup
Assistant Secretary of the Air Force (Space)	Martin C. Faga
Assistant Secretary of the Air Force (Manpower, Reserve Affairs, Installations and Environment)	J. Gary Cooper
Assistant Secretary of the Air Force (Financial Management and Comptroller)	Michael B. Donley

THE DEPARTMENT OF DEFENSE

On September 17, 1947, James Forrestal took the oath of office as the first Secretary of Defense at the head of the newly created National Military Establishment. The NME was renamed the Department of Defense two years later with the passage of the 1949 Amendments to the National Security Act.

The new organization grew out of a 3-year debate on the establishment of a single department for national defense. The effort to find an organization acceptable to the armed services was concluded with the enactment of the National Security Act of 1947, approved by the President on July 26, 1947. This legislation established a Secretary of Defense, who was to be primarily a coordinator, developing general policies for the three Executive Departments -- the Army, the Navy, and the new Air Force. To assist the Secretary of Defense in carrying out his responsibilities, the legislation authorized three Special Assistants and provided legislative sanction for three existing agencies-- the Joint Chiefs of Staff, the Munitions Board, and the Research and Development Board.

Secretary Forrestal found the powers assigned to his office insufficient for the task confronting him and early in 1949 recommended substantial changes, many of which were incorporated in the 1949 Amendments to the National Security Act, approved on August 10, 1949, after Secretary Forrestal had been succeeded by Louis Johnson.

The 1949 Amendments stressed that the Secretary of Defense was to be the principal assistant to the President in all matters relating to the Department of Defense. The Army, Navy, and Air Force lost their status as Executive Departments and became military departments within the single Executive Department of Defense. The 1949 Amendments also authorized additional staff assistants for the Secretary of Defense -- a Deputy Secretary, three Assistant Secretaries in lieu of the three Special Assistants, and a Chairman of the Joint Chiefs of Staff. The size of the Joint Staff was increased from 100 to 210 officers. A new Title IV was added to the Act providing for uniform budgetary and fiscal procedures throughout the Defense establishment.

In September 1950, the President named General of the Army George C. Marshall, formerly Army Chief of Staff and later Secretary of State, to head the Department of Defense. This required special legislation by the Congress because the National Security Act had stipulated that no officer who within 10 years had been on active duty in the armed forces could be eligible for appointment. P.L. 81-788 authorized General Marshall's appointment on September 18, 1950. At the end of one year, which was all General Marshall had agreed to serve, he was succeeded by Deputy Secretary of Defense Robert A. Lovett, who had been Assistant Secretary of War for Air during World War II and Under Secretary to General Marshall at the Department of State.

The organization of the armed forces was again reviewed in the spring of 1953 after President Eisenhower's Administration had taken office. On April 30, 1953, the President transmitted to Congress Reorganization Plan No. 6 of 1953, based on the recommendations of Secretary of Defense Charles E. Wilson and the Rockefeller Committee. This plan, which became effective on June 30, 1953, gave greater

management flexibility to the Secretary of Defense. The President's message accompanying the plan made it clear that no function in the department was to be carried out independent of the authority of the Secretary of Defense and that the Secretaries of the military departments were to be -- in addition to being the heads of their departments -- the principal agents of the Secretary of Defense for the management and direction of the Defense establishment. Statutory boards and positions in the Office of the Secretary of Defense were abolished, and their functions were transferred to the Secretary of Defense. Six additional Assistant Secretaries, or a total of nine such positions, and a General Counsel were authorized, and the Chairman of the Joint Chiefs of Staff was given greater authority in managing the Joint Staff.

Further organizational changes in the Department of Defense were recommended by President Eisenhower in a special message to the Congress on April 3, 1958, after a review of the existing organization by Secretary Neil McElroy. The Department of Defense Reorganization Act of 1958, which was approved on August 6, 1958, embodied most of these recommendations. The new legislation increased still further the responsibilities of the Secretary of Defense, particularly in the operational direction of the armed forces and in the research and development field.

A new chain of command was established running directly from the President and the Secretary of Defense to the unified and specified commanders who were given "full operational command" over the forces assigned to them. However, by Secretarial delegation, the Joint Chiefs of Staff were authorized to exercise operational direction over the unified and specified commands. This change abolished the former system under which orders went to the military departments acting as executive agencies before reaching the unified and specified commands. At the same time, authority was granted to expand the Joint Staff from 210 to 400 officers, and the Joint Staff itself was reorganized.

In recognition of the increasing importance of research and development activities, the 1958 Act established the position of Director of Defense Research and Engineering. The new Director was charged not only with being the principal adviser to the Secretary of Defense in all scientific and technological matters but also with supervising all research and engineering activities in the Department of Defense and directing and controlling those activities that in the opinion of the Secretary of Defense require centralized direction. Simultaneously, the number of Assistant Secretaries was reduced from 9 to 7 in the Office of the Secretary of Defense and from 4 to 3 in the military departments.

Better policy coordination was achieved in 1960 by the weekly meetings of Secretary of Defense Thomas S. Gates, Jr., with the Joint Chiefs of Staff.

A Defense Communications Agency was established in 1960 to improve economy and efficiency in the telecommunications field.

Starting in 1961, Secretary of Defense Robert S. McNamara used the powers granted by the 1958 Reorganization Act to achieve increased unification. The functions of the Assistant Secretaries (Supply and Logistics) and (Properties and Installations) were combined and assigned to an Assistant Secretary (Installations and Logistics) and those of the Assistant Secretary (Health and Medical) were transferred to the Assistant Secretary (Manpower). The two vacated Assistant Secretary positions were assigned to the Assistant Secretary (Civil Defense) and to

the Deputy Director, Defense Research and Engineering. When the Office of Civil Defense was transferred in 1964 to the Office of the Secretary of the Army, the Assistant Secretary position was assigned to the new Assistant Secretary (Administration). In 1965, the Systems Analysis Office was given Assistant Secretary rank with the transfer of the Assistant Secretary position held by the Deputy Director, Research and Engineering.

Simultaneously, the organization of the military departments was adjusted functionally to parallel the Office of the Secretary of Defense. An additional Assistant Secretary position for Manpower and Reserve Affairs was authorized in 1967 by the Congress for each of the military departments.

In 1961, the U.S. Strike Command was formed to bring under joint command the combat-ready forces of the U.S. Strategic Army Corps and the Air Force's Tactical Air Command. In that year also the Defense Intelligence Agency was created to assume responsibility for various intelligence functions previously assigned to the military departments. A National Military Command Center became operational in 1962.

To achieve better use of resources, a new Planning-Programming-Budgeting System (PPBS) was initiated in 1961, including a 5-year forecast of forces and costs and supplemented by systems analysis or "cost effectiveness" studies. Common support activities were centralized with the establishment of the Defense Supply Agency in 1961 and the Defense Contract Audit Agency in 1965.

In 1969, Secretary Melvin R. Laird revised management procedures to link planning and budgeting more closely, to insure wider participation in decision making, and to broaden the delegation of authority under specific guidance. The Defense Systems Acquisition Review Council was established in May 1969 to advise the Secretary of Defense at critical decision points in the development and procurement of new weapons systems. The primary responsibility of the military departments for executing these programs was reemphasized, and the authority of the project managers for each major system was strengthened.

Congressional authorization in November 1969 for an eighth Assistant Secretary of Defense to manage health affairs was implemented with the establishment of the Office of the Assistant Secretary of Defense (Health and Environment). A ninth Assistant Secretary was authorized in December 1971 and assigned to the field of telecommunications. The Office of the Assistant Secretary of Defense (Administration) was eliminated in November 1971 and the ASD title was utilized for the new Assistant Secretary of Defense (Intelligence). A second Deputy Secretary of Defense was authorized in October 1972.

Although the functional responsibilities of some Assistant Secretaries of Defense changed, the number of such positions---nine--remained constant from 1971 until 1977. In April 1973, the position of Assistant Secretary of Defense (Legislative Affairs) was established concurrently with the redesignation of the Assistant Secretary of Defense (Systems Analysis) as the Director of Defense Program Analysis and Evaluation. The latter position was replaced by the Assistant Secretary (Program Analysis and Evaluation) in February 1974 after the position of the Assistant Secretary of Defense (Telecommunications) was redesignated Director, Telecommunications and Command and Control Systems.

The Defense Agency concept was expanded substantially in 1971 and 1972 with the establishment of the Defense Mapping Agency to consolidate most mapping,

charting, and geodetic activities of the military services; the Defense Investigative Service to exercise centralized control over personnel security investigations; the Defense Security Assistance Agency to supervise the administration and execution of the Military Assistance and Military Sales Programs; and the Defense Civil Preparedness Agency, the successor of the Army's Office of Civil Defense.

The U.S. Strike Command was disestablished at the close of 1971 and its areas of geographic responsibility were assigned to other unified commands. A new U.S. Readiness Command was constituted, responsible for providing the general reserve of combat-ready forces to reinforce the other unified commands.

Many of these changes reflected the July 1970 recommendations of the Blue Ribbon Defense Panel, appointed by the President and the Secretary of Defense in 1969 to undertake an overall review and evaluation of the organization and management of the Department of Defense.

A comprehensive review in the mid-1970's of the worldwide military command structure resulted in the consolidation or elimination of 19 major headquarters and reductions in other headquarters and Defense Agency staffs. As part of this effort, two unified commands -- the Alaskan Command and the Continental Air Defense Command -- were abolished on July 1, 1975, and two existing commands -- the Alaskan Air Command and the Aerospace Defense Command, designated a specific command -- were given enlarged responsibilities. In 1976, staff elements in the Office of the Secretary of Defense and in the Organization of the Joint Chiefs of Staff were realigned to eliminate unwarranted duplication in related functional areas and to reduce the number of personnel serving in department headquarters.

Additional organizational changes were made during 1976, principally with respect to intelligence. Responsibility for these functions was assigned to a second Deputy Secretary of Defense, a position that had been authorized in 1972 but not previously filled. Subsequently, the Assistant Secretary of Defense (Intelligence) was given the additional designation of Director of Defense Intelligence and charged with line as well as staff authority for intelligence activities. The position of Inspector General for Intelligence was also created to provide for independent oversight of the legality and propriety of all Defense foreign intelligence and foreign counterintelligence activities.

In February 1977 the Military Airlift Command was designated a specified command under the Joint Chiefs of Staff, with the Air Force retaining responsibility for administrative and logistical support of the command.

The number of persons reporting directly to the Secretary of Defense was reduced by the actions of Secretary of Defense Harold Brown during 1977 and 1978. Enactment of P.L. 95-140 on October 21, 1977, abolished the positions of the second Deputy Secretary of Defense and the Director of Defense Research and Engineering but established two new positions, Under Secretary of Defense for Policy and Under Secretary of Defense for Research and Engineering. Earlier in the year transfers of functional responsibilities reduced the number of Assistant Secretaries to seven and eliminated the position of Director for Communications, Command and Control.

Most of the Defense agencies which had typically reported to the Secretary of Defense were placed under the direction of one of the Under Secretaries or Assistant Secretaries at this time, and the process was continued later.

In June 1979 the Defense Audiovisual Agency (DAVA) was established to provide centrally managed acquisition, distribution, and depository support and services for selected audiovisual products to all Department of Defense components. In July of the same year the Defense Civil Preparedness Agency was dissolved and civil defense responsibilities were assumed by the Director of the Federal Emergency Management Agency.

A number of organizational changes took place in 1981. In January the Assistant Secretary of Defense (Program Analysis and Evaluation) was redesignated Director of Program Analysis and Evaluation. In March 1981 the Assistant Secretary (Communications, Command, Control and Intelligence) was redesignated as Deputy Under Secretary of Defense for Communications, Command, Control and Intelligence. In April, following a reorganization of the Office of the Under Secretary of Defense for Policy, the position of Assistant Secretary of Defense (International Security Policy) was established. Also in April the Office of the Assistant to the Secretary of Defense (Review and Oversight) was created to coordinate the efforts of the Department's auditors, inspectors, and investigators. In May the Assistant to the Secretary of Defense for Legislative Affairs was redesignated the Assistant Secretary of Defense (Legislative Affairs). In August the Defense Legal Services Agency (DLSA) was established to provide legal advice, services, and support for specified organizations and functions within the Department of Defense.

In September 1982 the Department's Inspector General (IG), a position created by the FY 1983 Authorization Act, was established and assumed the role of the Assistant to the Secretary of Defense (Review and Oversight). At the same time the Defense Audit Service (DAS) was dissolved and its role assumed by the IG. The Inspector General for Intelligence was redesignated as Assistant to the Secretary of Defense (Intelligence Oversight) in December 1982.

A new unified command, the U.S. Central Command, was established in January 1983 with responsibility for the Southwest Asia-Persian Gulf area.

The FY 1984 Defense Authorization Bill of September 24, 1983, contained provision for four new assistant secretary positions. These four positions were used to establish an Assistant Secretary of Defense (Development and Support); an Assistant Secretary of Defense (Research and Technology); an Assistant Secretary of Defense (Command, Control, Communications and Intelligence); and an Assistant Secretary of Defense (Reserve Affairs). The FY 1984 Defense Authorization Bill further mandated establishment of an Office of Operational Test and Evaluation.

In January 1984, by presidential directive, the Strategic Defense Initiative Organization (SDIO) was established as a Defense Agency reporting directly to the Secretary of Defense.

On November 30, 1984, Secretary of Defense Caspar Weinberger announced the establishment of a new unified command, the U.S. Space Command, to provide an organizational structure to centralize operational responsibilities for more effective use of military space systems.

In April 1985 Secretary Weinberger directed the disestablishment of the Defense Audiovisual Agency, effective September 30, 1985, and the transfer of its functions to the military departments.

The Assistant Secretary of Defense (Acquisition and Logistics) was established in July 1985. The acquisition management functions of the Under Secretary of Defense (Research and Engineering) and the installations and logistics functions of the Assistant Secretary of Defense (Manpower, Installations and Logistics) were assumed by the new Assistant Secretary. This position was disestablished in 1987 and replaced by the Assistant Secretary of Defense (Production and Logistics). Also in July 1985 the Assistant Secretary of Defense (Manpower, Installations and Logistics) was redesignated as Assistant Secretary of Defense (Force Management and Personnel), with manpower duties only.

The Goldwater-Nichols Act of 1986 provided for important organizational changes in the Department of Defense. Many of these changes were foreshadowed by the recommendations of the Blue Ribbon Commission on Defense Management (Packard Commission) and by other studies and reports from knowledgeable sources. The act reemphasized civilian control of the Department in the person of the Secretary of Defense, gave increased functions and powers to the Chairman of the Joint Chiefs of Staff, and established a Vice Chairman of the JCS. It enhanced the powers of the commanders of the unified and specified commands and permitted them some participation in the budget process. Finally, Goldwater-Nichols required reorganization of the headquarters establishments of the military departments.

In accordance with the Military Retirement Reform Act (P.L. 99-384, July 1, 1986), an Under Secretary of Defense for Acquisition was appointed in September 1986, but the official DoD directive establishing the position did not appear until February 1987. This act also redesignated the former Under Secretary of Defense (Research and Engineering) as Director of Defense Research and Engineering, which came under the Under Secretary (Acquisition). The position was not filled until 1987, and the official DoD directive was not issued until January 1989.

Changes in 1988 included the establishment of the Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict) and the redesignation of the Deputy Assistant Secretary (Administration) as the Director of Administration and Management. He also continued as Director, Washington Headquarters Services. The Director of Program Analysis and Evaluation position was redesignated Assistant Secretary of Defense (Program Analysis and Evaluation). The functions of the Assistant Secretary of Defense (Research and Technology) were transferred to the Director, Research and Engineering.

An office of Coordinator for Drug Enforcement Policy and Support was established in 1989. The position was assigned to the Assistant Secretary of Defense (Reserve Affairs).

At the present time, in addition to the Secretary and the Deputy Secretary, statutory positions include 2 Under Secretaries, 11 Assistant Secretaries, a General Counsel, an Inspector General, a Comptroller, and 2 Directors. There are also two other statutory positions: the Principal Deputy Under Secretary of Defense (Acquisition) and the Principal Deputy Under Secretary of Defense (Strategy and Resources). There are 15 agencies, 10 unified and specified commands, and 7 field activities.

Brief details of the changes in titles and functions of the different areas of responsibilities of the Department of Defense are included in the following lists of offices.

SECRETARIES OF DEFENSE

The position of Secretary of Defense was established by the National Security Act of 1947, P.L. 80-253, July 26, 1947, which provided for a National Military Establishment. Implementation of the Act began on September 17, 1947, when the first Secretary of Defense was sworn in.

The Amendments of 1949, P.L. 81-216, August 10, 1949, established the Department of Defense (the NME of 1947) as an executive department, headed by a Secretary of Defense, with three military departments whose Secretaries would separately administer their departments under the "direction, authority, and control" of the Secretary of Defense. The Secretary of Defense was specifically given the authority to perform any function vested in him, or with the assistance of any officials or organizations of the Department. Two new positions were established -- a Deputy Secretary position and a Comptroller with the rank of Assistant Secretary. Three Assistant Secretaries, one of whom was the Comptroller, were to perform duties as prescribed by the Secretary, replacing the three special assistants originally created.

The 1949 Amendments also established an Armed Forces Policy Council to advise the Secretary on broad policies regarding the armed forces, with the Secretary of Defense as chairman and given the power of decision. Members of the AFPC were the Secretary; the Deputy Secretary; the Secretaries of the Army, Navy, and Air Force; the Chairman of the Joint Chiefs of Staff; and the heads of the three military services. The AFPC took the place of the War Council created by the National Security Act of 1947.

The Committee on Department of Defense Organization, named for its chairman, Nelson A. Rockefeller, issued a report to the Secretary of Defense on April 11, 1953. It included a legal opinion regarding the power and authority of the Secretary, which held that the National Security Act, as amended, granted the Secretary of Defense "supreme power and authority to run the affairs of the Department and all its organizations and agencies." The legal opinion further emphasized the Secretary's authority: "The Secretaries of the military departments, the Joint Chiefs of Staff, all officers and agencies and all other personnel of the Department are 'under' the Secretary of Defense. Congress has delegated to the Secretary of Defense not only all the authority and power normally given the head of an executive department, but Congress has, in addition, expressly given the Secretary of Defense even greater power when it made the Secretary of Defense 'the principal Assistant to the President in all matters relating to the Department of Defense.'"

Reorganization Plan No. 6 of 1953, June 30, 1953, transferred all the functions of the Munitions Board, the Research and Development Board, the Defense Supply Management Agency, and the Director of Installations to the Secretary. Six additional Assistant Secretaries were established and a General Counsel was added.

P.L. 85-599, the Defense Reorganization Act of 1958, August 6, 1958, gave the Secretary the authority to provide for "more effective, efficient, and economical administration and operation and to eliminate duplication."

Civil defense functions were assigned to the Secretary through Executive Order 10952, July 20, 1961, but were subsequently transferred and then abolished.

Unified and specified commands are responsible to the President and the Secretary of Defense for accomplishing military missions assigned, within the operational chain of command from the President to the Secretary of Defense to the commands.

SECRETARIES OF DEFENSE

JAMES V. FORRESTAL. Except for serving briefly in World War I in the U.S. Navy, he was with Dillon, Read and Company from 1916 until 1940, when he became Under Secretary of the Navy, serving until May 1944, when he was appointed Secretary of the Navy. He left the Navy post on September 17, 1947, when he took the oath of office as the first Secretary of Defense, a position he kept until March 28, 1949. He died less than two months after leaving office.

LOUIS A. JOHNSON. After active service with the U.S. Army in France during World War I, he was a partner in the law firm of Steptoe and Johnson. He helped to found the American Legion and was its national commander in 1932-1933. He served as Assistant Secretary of War from June 1937 until July 1940. On March 28, 1949, he was sworn in as Secretary of Defense and served until September 19, 1950. He returned to law practice.

GEORGE C. MARSHALL. Commissioned in the U.S. Army in 1902, he rose to Chief of Staff in September 1939, serving throughout World War II until November 1945. He was Secretary of State from 1947 to 1949, when he became president of the American Red Cross. He was sworn in as Secretary of Defense on September 21, 1950. This required a special congressional waiver because the National Security Act prohibited a military officer from serving as secretary if he had been on active duty within the previous 10 years. He served until September 12, 1951.

ROBERT A. LOVETT. A Navy pilot in World War I with service overseas, he joined Brown Brothers Harriman and Co., eventually becoming a partner. He served as a special assistant to the Secretary of War beginning in December 1940 and then as Assistant Secretary of War for Air from April 1941 to December 1945. Was Under Secretary of State from July 1947 to January 1949, and Deputy Secretary of Defense, October 4, 1950, to September 16, 1951. He succeeded Marshall as Secretary of Defense on September 17, 1951, serving until January 20, 1953, at which time he returned to Brown Brothers Harriman and Co.

CHARLES E. WILSON. An electrical engineer, he became president in 1941 of General Motors Corp., with which he had been associated since 1929, and was still in that office when he was selected to be Secretary of Defense. He was sworn in as Secretary on January 28, 1953, and served until October 8, 1957.

NEIL H. McELROY. Employed by Procter and Gamble from 1925, serving as president from 1948 to 1957. He was sworn in as Secretary of Defense on October 9, 1957, and resigned on December 1, 1959. Became chairman of the board at Procter and Gamble.

THOMAS S. GATES, JR. Served in the U.S. Navy during World War II, in which he participated in campaigns in Europe and the Pacific. Was associated with Drexel and Co., 1925-1953. He was appointed Under Secretary of the Navy in October 1953, became Secretary of the Navy on April 1, 1957, and Deputy Secretary of Defense on June 8, 1959. He was sworn in as Secretary of Defense on December 2, 1959, and served until January 20, 1961. He joined Morgan and Company, becoming president in 1962.

ROBERT S. McNAMARA. Entered the U.S. Army in 1943 and served until 1946. Held various offices in the Ford Motor Co., including president and director, from 1946 to 1961. Was sworn in as Secretary of Defense on January 21, 1961, and served until February 29, 1968. He became president of the World Bank in 1968.

CLARK M. CLIFFORD. Served in the U.S. Navy during World War II from 1944 to 1946, with assignment as naval aide to the President. Subsequently he served as special counsel to the President from 1946 until 1950. Became a partner in the law firm of Clifford and Miller in 1950. He was sworn in as Secretary of Defense on March 1, 1968, and served until January 20, 1969. Returned to law practice again.

MELVIN R. LAIRD. Entered the U.S. Navy in 1942 and served in the Pacific; left the Navy in 1946. A former congressman from Wisconsin, 1953-1969, he was sworn in as Secretary of Defense on January 22, 1969, and served until January 29, 1973. Later, he became advisor to the President from June 1973 to February 1974, and then became senior counselor to Reader's Digest.

ELLIOT L. RICHARDSON. Served in the U.S. Army in World War II, 1942-1945. Assistant Secretary of Health, Education, and Welfare, 1957-1959; Lieutenant Governor of Massachusetts, 1965-1967; and Under Secretary of State, 1969-1970. He was serving as Secretary of HEW, 1970-1973, when appointed Secretary of Defense. He was sworn in as Secretary of Defense on January 30, 1973, and served until May 24, 1973, then becoming U.S. Attorney General on May 25, 1973.

JAMES R. SCHLESINGER. Had been at Rand Corporation from 1963 to 1967. He was assistant director of the Bureau of the Budget in 1969 and the Office of Management and Budget, 1970-1971. He served as Chairman of the Atomic Energy Commission, 1971-1973, and as Director of the Central Intelligence Agency in 1973. He was sworn in as Secretary of Defense on July 2, 1973, and served until November 19, 1975. Subsequently, he became the first Secretary of the new Department of Energy in October 1977 and served until July 1979.

DONALD H. RUMSFELD. A U.S. Navy aviator and flight instructor in the 1950's, he was a Member of Congress from Illinois, 1963-1969, and became an assistant and counselor to President Nixon in 1969. He served as Director of the Office of Economic Opportunity and Director of the Cost of Living Council. Was U.S. Ambassador to NATO from 1973 to 1974, assistant to President Ford in 1974-1975, serving as director of the White House Office of Operations. He was sworn in as Secretary of Defense on November 20, 1975, and served until January 20, 1977. He became chief executive of G.D. Searle and Co.

HAROLD BROWN. He was director of the Lawrence Livermore Laboratories in 1960 and then served as Director of Defense Research and Engineering, 1961-1965, and as Secretary of the Air Force, 1965 to 1969. He was president of the California Institute of Technology, 1969-1977. He was sworn in as Secretary of Defense on January 21, 1977, and served until January 20, 1981, when he joined the Johns Hopkins University School of Advanced International Studies.

CASPAR WEINBERGER. During World War II he served in the U.S. Army and became a member of General MacArthur's intelligence staff. He was Director of the Office of Management and Budget, 1972-1973, and Secretary of Health, Education and Welfare from 1973 to 1975. He was general counsel, vice president, and director of the Bechtel Corp. from 1975 to 1981. He was sworn in as Secretary of Defense on January 21, 1981, and served until November 23, 1987.

FRANK C. CARLUCCI. Served in the U.S. Navy, 1952-1954. Served as Director, Office of Economic Opportunity, 1970-1972; Under Secretary of HEW, 1972-1974; ambassador to Portugal, 1974-1978; deputy director of the CIA, 1978-1981. He was Deputy Secretary of Defense, 1981-1983, and was sworn in as Secretary of Defense on November 23, 1987, serving until January 20, 1989. (Deputy Secretary of Defense William H. Taft served as Acting Secretary of Defense from January 20, 1989, until March 21, 1989).

RICHARD B. CHENEY. Served as special assistant to the Director of the Office of Economic Opportunity, 1969-1970; as deputy to the presidential counselor, 1970-1971; as assistant director of operations of the Cost of Living Council, 1971-1973; and as assistant to the President, 1975-1977. He was elected to Congress from Wyoming in 1978 and served until March 1989. He took office as Secretary of Defense on March 21, 1989.

SECRETARIES OF THE MILITARY DEPARTMENTS

With the passage of the National Security Act of 1947, there were three military departments -- the Department of the Army (redesignation of the former War Department), the Department of the Navy, and the newly created Department of the Air Force. All three departments were executive departments, each headed by a Secretary. The three Secretaries administered their departments and had the right to report or make recommendations to the President, after so informing the Secretary of Defense.

Under the Amendments of 1949, P.L. 81-216, August 10, 1949, the Secretaries administered their departments under the "direction, authority, and control" of the Secretary of Defense. The status of the departments was changed from "executive" to "military," the Secretaries thus giving up their seats in the Cabinet to the Secretary of Defense. The Secretaries were authorized to present recommendations, after informing the Secretary of Defense, to the Congress.

The Committee on Department of Defense Organization (the Rockefeller Committee) issued a report to the Secretary of Defense on April 11, 1953. It stated its opinion regarding the responsibilities of the Secretaries of the military departments. "The Secretaries of the military departments, subject to the direction, authority, and control of the Secretary of Defense, should be the operating heads of their respective departments in all aspects, military and civilian alike . . . the Secretaries are the principal civilian advisers to the Secretary of Defense on the entire range of problems within the Department." The report stated further that it believed it "essential to have a single channel of command or line of administrative responsibility within the Department of Defense and each of the military departments," not distinguishing between military and civilian affairs.

The Department of Defense Reorganization Act of 1958, P.L. 85-599, August 6, 1958, codified many of the changes in the original National Security Act. The Department of Defense included the three military departments, "separately organized" under their own Secretaries, with "unified direction" under the Secretary of Defense, but the Act specifically stated that the departments or their services were not to be merged. The combatant forces were to be provided with "unified" strategic direction and to operate under unified command although there was to be no single chief of staff nor an overall armed forces general staff. Combatant commands were responsible to the President and the Secretary of Defense for the military missions assigned by the Secretary of Defense.

On December 31, 1958, the Secretary of Defense issued a directive establishing two command lines, one for operational direction of the armed forces through the JCS to unified and specified commands and the second for the direction of support activities through the Secretaries of the military departments.

The Secretaries of the military departments became members of the Defense Resources Board in 1982.

SECRETARIES OF THE ARMY

KENNETH C. ROYALL. Served in the U.S. Army in World Wars I and II. In private law practice, 1919-1942. He was appointed Under Secretary of War, November 9, 1945, and served until July 24, 1947, when he became Secretary of War. On September 18, 1947, he became the first Secretary of the Army, the position established by the National Security Act of 1947. He served until April 27, 1949, when he returned to his law practice.

GORDON GRAY. Served in the U.S. Army from 1942 to 1945. Active in publishing and radio operation from 1935 to 1947. Assistant Secretary of the Army from 1947 to 1949, he served as Secretary of the Army from June 20, 1949, to April 12, 1950. He became special assistant to the President in 1950.

FRANK PACE, JR. Served in the U.S. Army Air Forces from 1942 to 1946. A lawyer, he became assistant director and then director of the Bureau of the Budget, 1948-1950. He assumed the office of Secretary of the Army on April 12, 1950, and served until January 20, 1953.

ROBERT T. STEVENS. Served in the Army in World War I, and in World War II was in the Office of the Quartermaster General. He was with J.P. Stevens and Co., Inc., 1921-1942, 1945-1953. He became Secretary of the Army on February 4, 1953, and served until July 20, 1955.

WILBER M. BRUCKER. Served with the National Guard on the Mexican Border in 1916 and with the U.S. Army in World War I. He practiced law and became governor of Michigan, 1930-1932. He resumed his law practice until 1954, when he became General Counsel of the Department of Defense, 1954-1955. Served as Secretary of the Army from July 21, 1955, until January 20, 1961, when he returned to his law firm.

ELVIS J. STAHR, JR. Served overseas as a combat liaison officer in the U.S. Army in World War II. Practiced law and taught law. He was a special assistant to the Secretary of the Army, 1951-1952, and president of the University of West Virginia, 1959-1961. He served as Secretary of the Army from January 24, 1961, to June 30, 1962, when he became president of Indiana University.

CYRUS R. VANCE. Served in the U.S. Navy, 1942-1946. Became General Counsel of the Department of Defense on January 29, 1961, after practicing law from 1947, and served until June 30, 1962. He was sworn in as Secretary of the Army on July 5, 1962, and served until January 27, 1964. Became Deputy Secretary of Defense on January 28, 1964. [See Deputy Secretaries of Defense].

STEPHEN AILES. In private law practice until 1942. He was a member of the legal staff of OPA, 1942-1946, and served as counsel to the U.S. Economic Mission to Greece, 1947. Resumed private practice with Steptoe and Johnson, 1948-1961. Served as Under Secretary of the Army from February 27, 1961. He was sworn in as Secretary of the Army on January 28, 1964, and served until July 1, 1965.

STANLEY R. RESOR. Served in the U.S. Army from 1942 to 1945. Was associated with the law firm of Debevoise and Plimpton from 1946 to 1965. He became Under Secretary of the Army on April 5, 1965, and then was sworn in as Secretary of the

Army on July 5, 1965. Served until June 30, 1971, when he returned to his law firm. Subsequently served as Under Secretary of Defense. [See Under Secretaries of Defense.]

ROBERT F. FROEHKLE. Served in the U.S. Army, 1943-1946. A lawyer, he was associated with Sentry Insurance Company from 1951 before becoming Assistant Secretary of Defense (Administration) on January 30, 1969. Secretary of the Army from July 1, 1971, to May 14, 1973, when he returned to Sentry Insurance as president.

HOWARD H. CALLAWAY. A graduate of West Point, he served in Korea, 1949-1952. He was president of Callaway Gardens from 1959 and a member of the House of Representatives from Georgia from 1965 until 1967. Sworn in as Secretary of the Army on May 15, 1973, and served until July 3, 1975.

MARTIN R. HOFFMANN. Served as General Counsel of the Department of Defense from March 14, 1974. He was sworn in as Secretary of the Army on August 5, 1975, and served until February 13, 1977.

CLIFFORD L. ALEXANDER, JR. A lawyer and former special assistant to the President, 1964-1965, he became chairman of the Equal Employment Opportunity Commission, 1967-1969. Was sworn in as Secretary of the Army on February 14, 1977, and served until January 20, 1981.

JOHN C. MARSH, JR. Served with the U.S. Army, 1944-1947. A lawyer, he was Assistant Secretary of Defense for Legislative Affairs, April 7, 1972 - February 15, 1973. He served as assistant to the Vice President, 1973-1974, and then as counselor to the President, 1974-1977. Was sworn in as Secretary of the Army on July 30, 1981, and served until August 13, 1989.

MICHAEL P.W. STONE. An official with Sterling Vineyards, 1968-1982, he became director of the U.S. Mission in Cairo, 1982-1984. He was Under Secretary of the Army, 1988-1989, and was sworn in as Secretary of the Army on August 14, 1989.

SECRETARIES OF THE NAVY

JOHN L. SULLIVAN. Served in the U.S. Navy in 1918. Practiced law from 1924. He was Assistant Secretary of the Treasury, January 1940-November 1944, and Assistant Secretary of the Navy for Air, July 1, 1945, to 1946, when he became Under Secretary of the Navy. He was sworn in as Secretary of the Navy on September 18, 1947, and served until May 24, 1949.

FRANCIS P. MATTHEWS. A lawyer, served with various corporations and companies. Served as Secretary of the Navy from May 25, 1949, to July 30, 1951, when he was appointed ambassador to Ireland.

DAN A. KIMBALL. Served in World War I with the U.S. Army Air Service. He was an officer in various businesses. He became Assistant Secretary of the Navy for Air, March 9, 1949, and served until March 24, 1949, becoming Under Secretary of the Navy on March 25, 1949, and serving until July 30, 1951. On July 31, 1951, he became Secretary of the Navy and served until February 3, 1953.

ROBERT B. ANDERSON. Served as Secretary of the Navy from February 4, 1953, until May 2, 1954. He was sworn in as Deputy Secretary of Defense on May 3, 1954. [See Deputy Secretaries of Defense.]

CHARLES S. THOMAS. Was a special assistant to the Secretary of the Navy, 1942-1945. Under Secretary of the Navy from February 9, 1953, to August 5, 1953, when he became Assistant Secretary of Defense (Supply and Logistics), 1953-1954. He took office as Secretary of the Navy on May 3, 1954, and served until March 31, 1957.

THOMAS S. GATES, JR. Served overseas with the U.S. Navy from 1942 to 1945. Associated with Drexel & Co., 1928-1953. Under Secretary of the Navy from October 7, 1953, until he took office as Secretary of the Navy on April 1, 1957. Served until June 7, 1959, when he became Deputy Secretary of Defense. [See Deputy Secretaries of Defense.]

WILLIAM B. FRANKE. He was president of Securities Co. when he was appointed special assistant to the Secretary of Defense, 1951-1952. Assistant Secretary of the Navy (Financial Management) from October 4, 1954, to April 17, 1957. Under Secretary of the Navy, April 17, 1957-June 7, 1959. On June 8, 1959, he became Secretary of the Navy and served until January 20, 1961.

JOHN B. CONNALLY. Had a background in law, business, and corporate management. He was sworn in as Secretary of the Navy on January 25, 1961, and served until December 20, 1961. He subsequently served as Governor of Texas, 1963-1969.

FRED H. KORTH. Practiced law, 1935-1951. He was Assistant Secretary of the Army, 1952-1953, and consultant to the Secretary of the Army, 1953-1960. He served as Secretary of the Navy from January 4, 1962, until November 1, 1963, when he returned to Texas as treasurer of the Fort Worth Air Terminal Corporation.

PAUL H. NITZE. He served in various government capacities before becoming Assistant Secretary of Defense (International Security Affairs), 1961-1963. Was sworn in as Secretary of the Navy on November 29, 1963, and served until June 30,

1967. He became Deputy Secretary of Defense on July 1, 1967. [See Deputy Secretaries of Defense.]

PAUL R. IGNATIUS. Served with the U.S. Navy, 1943-1946. Was Assistant Secretary of the Army (Installations and Logistics), May 22, 1961, to February 28, 1964, when he became Under Secretary of the Army. On December 12, 1964, he became Assistant Secretary of Defense (Installations and Logistics) and served until 1967. From September 1, 1967, until January 24, 1969, he served as Secretary of the Navy. Subsequently became president of The Washington Post.

JOHN H. CHAFEE. Served in the U.S. Marine Corps, 1942-1945 and 1951-1952. A former governor of Rhode Island, 1963-1969, he was sworn in as Secretary of the Navy on January 31, 1969, and served until May 4, 1972. He subsequently became a U.S. Senator from Rhode Island.

JOHN W. WARNER. Served with the U.S. Navy, 1944-1946, and U. S. Marine Corps, 1949-1952. Under Secretary of the Navy, 1969-1972. Was sworn in as Secretary of the Navy on May 4, 1972, and served until April 8, 1974, when he became the administrator of the American Revolution Bicentennial Administration, 1974-1976. He is serving as a U.S. Senator from Virginia.

J. WILLIAM MIDDENDORF II. Served in the U.S. Navy, 1945-1946. He was in the banking and brokerage business before serving as ambassador to the Netherlands, 1969-1973. He became Secretary of the Navy on June 10, 1974, and served until January 20, 1977.

W. GRAHAM CLAYTOR, JR. Served in the U.S. Navy from 1941 to 1946. He was an associate of Covington and Burling, 1938-1967, and a former official of the Southern Railway Co., 1967-1976. Was sworn in as Secretary of the Navy on February 14, 1977, and served until July 26, 1979. Became Acting Secretary of Transportation in 1979 before becoming Deputy Secretary of Defense. [See Deputy Secretaries of Defense.]

EDWARD HIDALGO. Served with the U.S. Navy, 1942-1946. Was a member of the Eberstadt Committee on Unification of the Military Services, 1945. Was special assistant to Secretary of the Navy Forrestal, 1945-1946. He resumed law practice until 1965, when he became a special assistant to Secretary of the Navy Nitze, 1965-1966. Served as Assistant Secretary for Manpower, Reserve Affairs, and Logistics of the Navy, 1977-1979. He was sworn in as Secretary of the Navy on July 27, 1979, and served until January 29, 1981.

JOHN F. LEHMAN, JR. He was special counsel and senior staff member of the National Security Council, 1969-1974, and served as counsel to Dr. Kissinger, 1974-1975. Was deputy director, U.S. Arms Control and Disarmament Agency, 1975-1977. He became Secretary of the Navy on February 5, 1951, and served until April 10, 1987. Became managing director of Paine Webber in 1988.

JAMES H. WEBB, JR. Graduate of the U.S. Naval Academy, 1975. Served as Assistant Secretary of Defense (Reserve Affairs) from 1984-1987. He became Secretary of the Navy on April 10, 1987, and served until February 23, 1988.

WILLIAM L. BALL III. Served in the U.S. Navy from 1969 to 1975. From 1975 to 1980 he served on Capitol Hill as an administrative assistant. Became Assistant Secretary of State for Legislative Affairs, 1985-1986, and assistant to the President, 1986-1988.

He was sworn in as Secretary of the Navy on March 24, 1988, and served until May 15, 1989.

H. LAWRENCE GARRETT III. Enlisted in the U.S. Navy in 1961 and retired in 1981 as commander. Served as Assistant Counsel to the President in 1981 and Associate Counsel, 1983-1986. Served as General Counsel of the Department of Defense, 1986-1987. He became Under Secretary of the Navy in 1987, and was sworn in as Secretary of the Navy on May 15, 1989, and is still serving.

SECRETARIES OF THE AIR FORCE

W. STUART SYMINGTON. Served in the U.S. Army in 1918. Became Surplus Property Administrator, 1945-1946, before becoming Assistant Secretary of War for Air, 1946-1947. He was sworn in as the first Secretary of the Air Force on September 18, 1947, and served until April 24, 1950, when he became Chairman of the National Security Resources Board. Subsequently served as U.S. Senator.

THOMAS E. FINLETTER. Served in the U.S. Army, 1917-1919. A lawyer from 1920 to 1941. Served as a special assistant to the Secretary of State, 1941-1944, and as a consultant to the U.S. delegation at the United Nations Conference in 1945. He was chairman of the President's Air Policy Commission, 1947-1948, and minister in charge of the ECA Mission to the United Kingdom, 1948-1949. Became Secretary of the Air Force, April 24, 1950, and served until January 20, 1953. He later served as U.S. ambassador to NATO, 1961-1965.

HAROLD E. TALBOTT. An executive in the Chrysler Corporation and other companies, he became Secretary of the Air Force on February 4, 1953, and served until August 13, 1955.

DONALD A. QUARLES. Served in the U.S. Army in World War I. Was Assistant Secretary of Defense (Research and Development), 1953-1955. He became Secretary of the Air Force on August 15, 1955, and served until April 30, 1957, when he became Deputy Secretary of Defense. [See Deputy Secretaries of Defense.]

JAMES H. DOUGLAS, JR. Served in the U.S. Army in 1918 and U.S. Air Forces, 1942-1945. Became Under Secretary of the Air Force on March 3, 1953, and served until sworn in as Secretary of the Air Force on May 1, 1957. He became Deputy Secretary of Defense on December 11, 1959. [See Deputy Secretaries of Defense.]

DUDLEY C. SHARP. Served with the U.S. Navy, 1942-1945. Assistant Secretary of the Air Force, October 3, 1955, to January 31, 1959. Became Under Secretary of the Air Force, August 3, 1959. He was sworn in as Secretary of the Air Force on December 11, 1959, and served until January 20, 1961.

EUGENE M. ZUCKERT. Served in the U.S. Navy. Served as special assistant to the Assistant Secretary of War for Air, 1946-1947. He then became Assistant Secretary of the Air Force, 1947-1952, and served as a member of the Atomic Energy Commission, 1952-1954. Became Secretary of the Air Force on January 24, 1961, and served until September 30, 1965.

HAROLD BROWN. A physicist, he taught and then became associated with the Radiation Laboratory at Livermore, 1953-1961. Became Director, Defense Research and Engineering, on May 8, 1961, and served until October 1, 1965, when he was sworn in as Secretary of the Air Force. Served until February 15, 1969, at which time he became president of the California Institute of Technology. He subsequently became Secretary of Defense. [See Secretaries of Defense.]

ROBERT C. SEAMANS, JR. He was with MIT from 1941 to 1955 and with RCA from 1955 to 1958, when he became associated with NASA and remained until 1969. He was sworn in as Secretary of the Air Force on February 15, 1969, and served until May 14, 1973. Became the president of the National Academy of Engineering in 1973.

JOHN L. McLUCAS. Served with the U.S. Navy, 1943-1946. He was Deputy Director of Defense Research and Engineering, 1962-1964, and Associate Secretary-General for Scientific Affairs for NATO, 1964-1966. Under Secretary of the Air Force from February 15, 1969. Served as Secretary of the Air Force from July 19, 1973, to November 12, 1975, when he became Administrator of the Federal Aviation Agency.

THOMAS C. REED. Served in the U.S. Air Force, 1956-1959. Director of Telecommunications and Command and Control Systems in OSD, 1974-1975. Sworn in as Secretary of the Air Force on January 2, 1976, and served until April 6, 1977, when he became a member of the Defense Science Board.

JOHN C. STETSON. Served with the U.S. Navy, 1945-1946. Associated with businesses until sworn in as Secretary of the Air Force on April 6, 1977, and served until May 18, 1979. Became national chairman of the Committee for Employer Support of the Guard and Reserves.

HANS M. MARK. A physicist, he was at MIT, the Radiation Laboratory at Livermore, and at the University of California and Stanford. Was director of the Ames Research Center at NASA, 1969-1977. Under Secretary of the Air Force, 1977-1979. He served as Secretary of the Air Force from July 26, 1979, to February 9, 1981. Subsequently became Deputy Administrator of NASA.

VERNE ORR. Director of the California Department of Finance, 1970-1975. Became a professor in the Graduate School of Public Administration at the University of California, 1975-1980. He was sworn in as Secretary of the Air Force on February 9, 1981, and served until November 30, 1985.

RUSSELL A. ROURKE. Was an administrative assistant on Capitol Hill, 1960-1974 and 1977-1981. He became deputy to the presidential counselor, 1974-1976, and special assistant to the President (legislative affairs), 1976-1977. Became Assistant Secretary of Defense (Legislative Affairs), 1981-1986. He was sworn in as Secretary of the Air Force on December 8, 1985, and served until April 7, 1986.

EDWARD C. ALDRIDGE, JR. Served as Deputy Assistant Secretary of Defense for Strategic Programs, 1974-1976, and Director, Planning and Evaluation, 1976-1977. Under Secretary of the Air Force, 1981-1986. He was sworn in as Secretary of the Air Force on June 9, 1986, after serving as Acting Secretary from April 8, 1986. Served as Secretary until December 15, 1988.

DONALD B. RICE. Served in the U.S. Army, 1965-1967. He was assistant director of the Office of Management and Budget, 1970-1972, and president and CEO of Rand Corporation from 1972 to 1989. Served as a member of the Defense Science Board, 1977-1983. Was sworn in as Secretary of the Air Force on May 22, 1989, and is currently serving.

DEPUTY SECRETARIES OF DEFENSE

This position was mandated by P.L. 81-36, April 2, 1949, and by P.L. 81-216, August 10, 1949, the 1949 Amendments to the National Security Act of 1947. The position was officially established by Defense Directive 5105.2, and was later mandated by the Goldwater-Nichols Reorganization Act of 1986.

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

The Deputy Secretary of Defense is delegated to act for the Secretary of Defense and to exercise such powers of the Secretary over all matters for which the Secretary is authorized to act.

DEPUTY SECRETARIES OF DEFENSE

STEPHEN T. EARLY. Served as Under Secretary of Defense from May 2, 1949, until August 9, 1949, when that position was officially abolished. He continued to serve, as the Deputy Secretary of Defense, from August 10, 1949, to September 30, 1950.

ROBERT A. LOVETT. Served as Deputy Secretary of Defense from October 4, 1950, to September 16, 1951. He became Secretary of Defense on September 17, 1951. [See Secretaries of Defense].

WILLIAM C. FOSTER. Served in the U.S. Army in World War I. Special representative on aircraft procurement for the Under Secretary of War during World War II. He served as Under Secretary of Commerce, 1946-1948, and Administrator of the Economic Cooperation Administration, 1948-1951. Deputy Secretary of Defense from September 24, 1951, to January 20, 1953.

ROGER M. KYES. An official with General Motors Corp. until sworn in as Deputy Secretary of Defense on February 4, 1953; served until May 1, 1954. Returned to General Motors as vice president.

ROBERT B. ANDERSON. A lawyer who had held various local government offices in Texas, he served as Secretary of the Navy from February 4, 1953, until he was sworn in as Deputy Secretary of Defense on May 3, 1954. Served until August 4, 1955. Secretary of the Treasury, 1957-1961.

REUBEN B. ROBERTSON, JR. Served in the U.S. Army in World War II. President of Champion Paper and Fibre Co. Was vice chairman of the Committee on Business Organization of the Department of Defense, a task force of the Hoover Commission. He served as Deputy Secretary of Defense from August 5, 1955, to April 25, 1957.

DONALD A. QUARLES. Served in the U.S. Army in World War I and was an engineer with the Bell Telephone Laboratories from 1919. President of Sandia Corporation in 1952. He served as Assistant Secretary of Defense (Research and Development) from September 1, 1953, to August 14, 1955, and Secretary of the Air Force from August 15, 1955, to April 30, 1957. On May 1, 1957, he became Deputy Secretary of Defense and served until his death on May 8, 1959.

THOMAS S. GATES, JR. Served in the U.S. Navy overseas from 1942 to 1945. He was Under Secretary of the Navy from October 7, 1953, to March 31, 1957, and Secretary of the Navy from April 1, 1957, to June 7, 1959. He became Deputy Secretary of Defense on June 8, 1959, and served until December 1, 1959. (See Secretaries of Defense).

JAMES H. DOUGLAS, JR. Served in the U.S. Army in 1918 and in the U.S. Army Air Forces, 1942-1948. He was Under Secretary of the Air Force from March 3, 1953, to April 30, 1957, and then served as Secretary of the Air Force from May 1, 1957, to December 10, 1959. Became Deputy Secretary of Defense on December 11, 1959, and served until January 24, 1961.

ROSWELL L. GILPATRICK. With the law firm of Cravath, Swain, and Moore, 1931-1951. He served as Assistant Secretary of the Air Force from May 25, 1951, to October 29, 1951, and Under Secretary of the Air Force from October 29, 1951, to February 5,

1953. Became Deputy Secretary of Defense on January 24, 1961, and served until January 20, 1964.

CYRUS R. VANCE. Served in the U.S. Navy, 1942-1946. Was special counsel of the Senate Armed Services Preparedness Investigating Subcommittee. [See Secretaries of the Army.] General Counsel of the Department of Defense, 1961-1962, and Secretary of the Army, 1962-1964. He was sworn in as Deputy Secretary of Defense on January 28, 1964, and served until June 30, 1967.

PAUL H. NITZE. Associated with Dillon, Read and Co., 1929-1937. He served in various capacities with the U.S. government during World War II before becoming director, then vice chairman, of the U.S. Strategic Bombing Survey, 1944-1946. Was with the U.S. Department of State, 1946-1953. Assistant Secretary of Defense (International Security Affairs), 1961-1963, and Secretary of the Navy, 1963-1967. Was sworn in as Deputy Secretary of Defense on July 1, 1967, and served until January 20, 1969.

DAVID PACKARD. Held executive offices in the Hewlett-Packard Co. from 1939 to 1969, serving as president, 1947-1964, and chief executive officer, 1964-1969. He was sworn in as Deputy Secretary of Defense on January 24, 1969, and served until December 13, 1971.

KENNETH RUSH. He was U.S. ambassador to the Federal Republic of Germany, 1969-1972. Was sworn in as Deputy Secretary of Defense on February 23, 1972, and served until January 29, 1973, when he became Deputy Secretary of State.

WILLIAM P. CLEMENTS, JR. He served as a member of the Department of Defense Blue Ribbon Defense Panel, 1969-1970. Sworn in as Deputy Secretary of Defense on January 30, 1973, and served until January 20, 1977. He was elected governor of Texas in 1979.

ROBERT F. ELLSWORTH. Served as a Member of Congress from Kansas, 1961-1967, and was sworn in on December 23, 1975, to fill the position of second Deputy Secretary of Defense, created by Public Law 92-256 in 1972 but not previously filled. He served until January 10, 1977.

CHARLES W. DUNCAN, JR. Served with the U.S. Army Air Forces, 1944-1946. He held various offices in the Coca-Cola Co., 1964-1974, becoming president in 1971. Sworn in as Deputy Secretary of Defense on January 31, 1977, and served until July 26, 1979, when he became Secretary of Energy.

W. GRAHAM CLAYTOR, JR. Served in the U.S. Navy from 1941 to 1946. President of the Southern Railway Co., 1967-1977. He served as Secretary of the Navy, 1977-1979, then served temporarily as Acting Secretary of Transportation in 1979. He was sworn in as Deputy Secretary of Defense on August 24, 1979, and served until January 16, 1981.

FRANK C. CARLUCCI. Served in the U.S. Navy, 1952-1954. Member of the U.S. foreign service, 1956-1969. Assistant director, Office of Economic Opportunity, 1969-1970; deputy director of the Office of Management and Budget, 1971-1972; and Under Secretary of Health, Education and Welfare, 1972-1974. He served as ambassador to Portugal from 1975 to 1978, and as deputy director of CIA, 1978-1981. He was sworn in as Deputy Secretary of Defense on February 4, 1981, and served until December 31, 1982. [See Secretaries of Defense.]

PAUL W. THAYER. Was a naval flyer in World War II from 1941 to 1945. With Chance Vought, which became LTV Aerospace Corporation, in various offices from 1951. He was sworn in as Deputy Secretary of Defense on January 12, 1983, and served until January 4, 1984.

WILLIAM H. TAFT IV. Served in the Office of Management and Budget from 1970 to 1973, and in Health, Education and Welfare from 1973-1977. General Counsel of the Department of Defense, 1981-1984. Deputy Secretary of Defense from February 3, 1984, to April 22, 1989. Acting Secretary of Defense from Secretary Carlucci's departure on January 19, 1989, until the swearing-in of Secretary of Defense Richard B. Cheney on March 21, 1989. Subsequently Permanent Representative of the United States at the North Atlantic Council.

DONALD J. ATWOOD, JR. Served with the U.S. Army, 1943-1945. He was with General Motors Corporation from 1959 to 1985 in various executive positions. He was sworn in as Deputy Secretary of Defense on April 24, 1989.

UNDER SECRETARIES OF DEFENSE

UNDER SECRETARY OF DEFENSE (ACQUISITION)

Position mandated by the Military Retirement Reform Act of 1986 (P.L. 99-348) and officially established by Defense Directive 5134.1, February 10, 1987.

The Under Secretary of Defense (Acquisition) serves as the principal assistant to the Secretary of Defense for research and development, production, logistics, military construction, and procurement. These functions are carried out by two subordinates, the Director of Defense Research and Engineering and the Assistant Secretary of Defense (Production and Logistics), and by other officials.

RICHARD P. GODWIN. After service with the Atomic Energy Commission, he was an executive with Bechtel, Inc., 1961-1986. Member of the Defense Science Board. He was sworn in as Under Secretary of Defense (Acquisition) on September 30, 1986, and served until September 30, 1987.

ROBERT B. COSTELLO. Served in the U.S. Navy in World War II. He was an executive with General Motors Corp., 1960-1986. Became Assistant Secretary of Defense (Production and Logistics) in 1987, and served as Under Secretary of Defense for Acquisition from December 18, 1987, until May 12, 1989.

JOHN A. BETTI. With Chrysler Corporation, 1952-1962, and subsequently Ford Motor Co. He was sworn in as Under Secretary of Defense (Acquisition) on August 11, 1989, and served until December 31, 1990.

DONALD J. YOCKEY. Served in the U.S. Army and the U.S. Air Force, 1944-1966. Joined Rockwell International Corporation in 1966, retiring as president in 1986. Principal Deputy Under Secretary (Acquisition), March-December 1990. Served as Acting Under Secretary from January 1, 1991 until June 20, 1991, when he was sworn in as Under Secretary.

Principal Deputy Under Secretary of Defense (Acquisition)

Established as a statutory position (Level III) by the National Defense Authorization Act for 1987 (P.L. 99-661).

Milton Lohr
Donald J. Yockey
Donald C. Fraser

October 3, 1988 to May 12, 1989
March 12, 1990 to January 20, 1991
December 4, 1991 to present

UNDER SECRETARY OF DEFENSE (POLICY)

Position officially established by Defense Directive 5111.1, October 27, 1978, pursuant to P.L. 95-140, October 21, 1977.

The Under Secretary of Defense (Policy) is the principal advisor to the Secretary of Defense for matters pertaining to interagency groups in the national security area, arms control, security activities, political-military affairs, requirement or deployment of forces, humanitarian assistance, space policy, psychological operations, and U.S. information programs. Policies are carried out by the Assistant Secretary of Defense (International Security Affairs), the Assistant Secretary of Defense (International Security Policy), the Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict), and deputy Under Secretaries.

STANLEY R. RESOR. Served in the U.S. Army from 1942 to 1945. Under Secretary of the Army from April 5, 1965, and Secretary of the Army from July 5, 1965, until June 30, 1971. U.S. representative to the negotiations on Mutual and Balanced Force Reductions, 1973-1978. Sworn in as Under Secretary of Defense (Policy) on August 14, 1978, and served until April 1, 1979.

ROBERT W. KOMER. Served in the U.S. Army, 1943-1946. He served with the CIA from 1947 to 1960 and as a senior member of the National Security Council staff, 1961-1965. From 1965 to 1967 he served as a deputy and special assistant for national security affairs. He was ambassador to Turkey, 1968-1969. Was sworn in as Under Secretary of Defense for Policy on October 24, 1979, and served until January 20, 1981.

FRED C. IKLE. He was a professor at the Massachusetts Institute of Technology, 1964-1967, and head of the social science department of the Rand Corporation, 1967-1973. He was Director of the U.S. Arms Control and Disarmament Agency, 1973-1977, and became Under Secretary of Defense for Policy on April 2, 1981, serving until February 19, 1988.

PAUL WOLFOWITZ. He was with the U.S. Arms Control and Disarmament Agency from 1970 to 1977. Served as Deputy Assistant Secretary of Defense, 1977-1980. Director of the Policy Planning Staff of State Department, 1981-1982, and then Assistant Secretary of State for East Asian and Pacific Affairs, 1982-1986. Ambassador to Indonesia, 1986-1989. He was sworn in as Under Secretary of Defense for Policy on May 15, 1989, and currently is serving.

Principal Deputy Under Secretary of Defense (Strategy and Resources)

Established as a statutory position at the Assistant Secretary level by the National Defense Authorization Act for 1992-1993 (P.L. 102-190).

I. Lewis Libby

October 16, 1989 to present

UNDER SECRETARY OF DEFENSE (RESEARCH AND ENGINEERING)

Position redesignated from Director Defense Research and Engineering on October 21, 1977, by P.L. 95-140. [See page 27.]

WILLIAM J. PERRY. Served with the U.S. Army, 1946-1947. Technical consultant for the Department of Defense, 1966-1977. Became Director Defense Research and Engineering on April 11, 1977, and served until October 21, 1977, when the position was redesignated as an Under Secretary. He served until January 20, 1981.

WALTER B. LABERGE. (Acting). Served in the U.S. Navy, 1943-1947. Director of U.S. Naval Ordnance Test Station at China Lake, 1971-1973, Assistant Secretary of the Air Force for Research and Development, 1973-1975, and subsequently Under Secretary of the Army, 1977-1980. He became Principal Deputy to the Under Secretary of Defense (Research and Engineering) from 1980 to 1984; served as Acting Under Secretary from January 21, 1981, until March 10, 1981.

JAMES P. WADE, JR. (Acting). Assistant to the Secretary of Defense for Atomic Energy and Chairman of the Military Liaison Committee to the Department of Energy, 1978-1981. He served as Acting Under Secretary from March 11, 1981, to May 6, 1981.

RICHARD D. DE LAUER. Served in the U.S. Navy, 1942-1966. Was laboratory director of Space Tech Labs, 1958-1960, of the Titan Program, 1960-1966, and was an official with TRW, Inc., 1968-1981. He became Under Secretary of Defense for Research and Engineering on May 6, 1981, and served until November 30, 1984.

JAMES P. WADE, JR. (Acting). Served as Under Secretary of Defense for Research and Engineering from December 1, 1984, to July 5, 1985. [See above.]

DONALD A. HICKS. He was chief of applied physics for Boeing Co., and was a research physicist with the Lawrence Radiation Laboratories at Livermore, Calif. Was sworn in as Under Secretary of Defense for Research and Engineering on August 2, 1985, and served until October 10, 1986.

Position redesignated from Under Secretary to Director of Defense Research and Engineering by the Military Retirement Reform Act of July 1, 1986 (P.L. 99-348). Reports to the Under Secretary of Defense (Acquisition). [See Director of Research and Engineering and Assistant Secretary, Research and Development.]

DIRECTOR DEFENSE RESEARCH AND ENGINEERING

Director of Defense Research and Engineering (DDR&E)

Position created by the Defense Reorganization Act of 1958, which abolished the position of Assistant Secretary of Defense (Research and Engineering) and gave this position a higher status, recognized in 1977 with a redesignation to Under Secretary of Defense for Research and Engineering.

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

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

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

The Assistant Secretary title was then removed from Research and Engineering.

Position of DDR&E was redesignated Under Secretary of Defense for Research and Engineering by P.L. 95-140, October 21, 1977. [See Under Secretary of Defense (Research and Engineering) and Assistant Secretary of Defense (Communications, Command, Control, and Intelligence).]

The Military Retirement Reform Act (P.L. 99-384, July 1, 1986) redesignated the position of Under Secretary of Defense (Research and Engineering) as Director of Defense Research and Engineering. This position was not filled until December 1987 when the position of Assistant Secretary of Defense (Research and Technology) was abolished. [See Assistant Secretary, Research and Development.]

Director Defense Research and Engineering

Robert C. Duncan	December 21, 1987 to November 20, 1989
Charles M. Herzfeld	March 12, 1990 to May 8, 1991
Dr. Victor Reis	December 3, 1991 to present

This position now reports to the Under Secretary of Defense (Acquisition).

ASSISTANT SECRETARIES OF DEFENSE

The number of Assistant Secretaries, with or without specific designation, has changed over the years as needs or interests demanded. The Assistant Secretary positions are categorized in the pages that follow by functional areas, with listings of the Assistant Secretaries for each area. Changes in title and functions are noted under each heading. Some positions are no longer at an Assistant Secretary level but because they originally were so ranked, they are included under the major heading. Likewise, a position may not have been originally established at the Assistant Secretary level but is now so designated.

The Amendments of 1949 set the number of Assistant Secretaries at three. Reorganization Plan No. 6 of 1953 added three, making the total of six. The Defense Reorganization Act of 1958 set the number at seven, adding one. P.L. 91-121, November 19, 1969, increased the number to eight. P.L. 92-215, December 22, 1971, increased the number to nine. Defense Reorganization Order, March 7, 1978, abolished two Assistant Secretary positions. Changes were made subsequently in 1981, 1983, 1984, 1985, 1987, and 1989. The current number of Assistant Secretaries is eleven. They are : 1) Command, Control, Communications and Intelligence; 2) Force Management and Personnel; 3) Health Affairs; 4) International Security Affairs; 5) International Security Policy; 6) Legislative Affairs; 7) Production and Logistics; 8) Program Analysis and Evaluation; 9) Public Affairs; 10) Reserve Affairs; and 11) Special Operations/Low Intensity Conflict.

A number of positions not currently designated Assistant Secretaries are at the Assistant Secretary level: Director of Defense Research and Engineering, Comptroller, General Counsel, Inspector General, Director, Operational Test and Evaluation, and Deputy Under Secretary of Defense for Policy.

ADMINISTRATION

Assistant Secretary of Defense (Administration and Public Affairs)

Position established through provisions of Title 10, U.S. Code.

Paul H. Griffith	September 12, 1949 to November 15, 1950
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Position abolished in 1950 and duties assigned to the Assistant Secretary of Defense (Manpower). [See Manpower.]

Assistant Secretary of Defense (Administration)

Position established July 1, 1964.

Solis Horwitz	July 1, 1964 to January 29, 1969
Robert F. Froehke	January 30, 1969 to June 30, 1971
David O. Cooke (Acting)	June 30, 1971 to November 3, 1971

Position abolished on November 3, 1971. Functions transferred to newly created office of Deputy Assistant Secretary of Defense (Administration) and Assistant Secretary of Defense (Intelligence). [For Assistant Secretary of Defense (Intelligence), see Command, Control, Communications, and Intelligence.]

Deputy Assistant Secretary of Defense (Administration)

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

Director of Administration and Management

Functions also as Director, Washington Headquarters Services, established by Defense Directive 5110.4, October 1, 1977. Coordinates administration and organizational matters Department-wide.

David O. Cooke	May 24, 1988 to present
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COMMAND, CONTROL, COMMUNICATIONS, AND INTELLIGENCE

Assistant to the Secretary of Defense (Telecommunications)

Position established in May 1970.

Louis A. deRosa August 11, 1970 to May , 1971

Assistant Secretary of Defense (Telecommunications)

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

Eberhardt Rehtin (Acting)	January 14, 1972 to February 15, 1972
Eberhardt Rehtin	February 15, 1972 to September 29, 1973
David L. Solomon (Acting)	September 30, 1973 to January 17, 1974

Position abolished January 17, 1974, and functions transferred to Director, Telecommunications and Command and Control Systems, as per Defense Directive 5135.1.

Assistant Secretary of Defense (Intelligence)

Position established November 3, 1971, with some functions from Assistant Secretary of Defense (Administration) transferred. [See Administration.]

Albert C. Hall November 9, 1971 to March 25, 1976

Additional designation of Director of Defense Intelligence added July 20, 1976.

Director, Telecommunications and Command and Control Systems

David L. Solomon (Acting)	January 17, 1974 to February 18, 1974
Thomas C. Reed	February 19, 1974 to January 2, 1976
Richard Shriver	February 10, 1976 to January 20, 1977

Position abolished on March 11, 1977, with the establishment of the position of Assistant Secretary of Defense (Communications, Command, Control, and Intelligence).

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

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

Gerald P. Dinneen April 4, 1977 to January 20, 1981

Position abolished March 1981 and retitled Deputy Under Secretary of Defense for Communications, Command, Control, and Intelligence.

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

Donald C. Latham

July 26, 1981 to August 16, 1984

This position officially reestablished as an Assistant Secretary of Defense by Defense Directive 5137.1, April 2, 1985.

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

Position mandated by the FY 1984 Defense Authorization Act, September 24, 1983. Mandated by Goldwater-Nichols Act of 1986 as one of three permanent Assistant Secretaries.

The Assistant Secretary of Defense (C3I) is principal staff officer to the Secretary of Defense in his role as Executive for the National Communications System (NCS). Establishes and implements information management policies. Directs the Defense Information Systems Agency, the Defense Intelligence Agency, the Defense Mapping Agency, and the Defense Investigative Service.

Donald C. Latham

August 6, 1984 to July 6, 1987

Thomas P. Quinn (Acting)

July 18, 1987 to May 23, 1988

Gordon A. Smith

May 24, 1988 to May 12, 1989

Thomas P. Quinn (Acting)

May 13, 1989 to November 19, 1989

Duane Andrews

November 20, 1989 to present

COMPTROLLER

Assistant Secretary of Defense (Comptroller)

Position originally one of three Special Assistants of the Secretary of Defense. Position created by the 1949 Amendments to the National Security Act of 1947 and Defense Directive 5118.3. Chief Defense official for budgetary and fiscal matters and chief financial officer of the Department.

Wilfred J. McNeil	September 12, 1949 to November 1, 1959
Franklin B. Lincoln	December 2, 1959 to January 20, 1961
Charles J. Hitch	February 17, 1961 to July 31, 1965
Robert N. Anthony	September 10, 1965 to July 31, 1968
Robert C. Moot	August 1, 1968 to January 9, 1973
Don R. Brazier (Acting)	January 10, 1973 to January 20, 1973
Terence E. McClary	June 21, 1973 to August 31, 1976
Fred P. Wacker	September 1, 1976 to February 29, 1980
Jack R. Borsting	August 12, 1980 to December 31, 1982
John R. Quetsch (Acting)	January 1, 1983 to February 23, 1983
Vincent Puritano	February 24, 1983 to May 30, 1984
John R. Quetsch (Acting)	May 31, 1984 to August 14, 1984
Robert W. Helm	August 6, 1984 to October 1, 1986

Position title changed to Department of Defense Comptroller in 1986 through the Goldwater-Nichols Act, giving the position the same status as an assistant secretary although not so titled.

Department of Defense Comptroller

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

Robert W. Helm	October 1, 1986 to September 1, 1988
Clyde O. Glaister	October 17, 1988 to May 22, 1989
Sean O'Keefe	May 22, 1989 to present

HEALTH AFFAIRS

Chairman, Armed Forces Medical Policy Council

Position established in 1949.

Dr. Raymond B. Allen	July 5, 1949 to September 30, 1949
Dr. Richard L. Meiling	October 1, 1949 to January 2, 1951
Dr. William R. Lovelace	July 1, 1951 to March 31, 1952
Dr. Melvin A. Casberg	April 1, 1952 to March 31, 1953

The Council was abolished as a result of Reorganization Plan No. 6 in 1953. Functions were transferred to the new position of Assistant to the Secretary of Defense (Health Affairs).

Assistant to the Secretary of Defense (Health Affairs)

Dr. Melvin A. Casberg	April 1, 1953 to August 2, 1953.
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Position title changed to Assistant Secretary of Defense (Health and Medical) on August 3, 1953, and some functions were transferred to the Assistant Secretary of Defense (Manpower). [See Manpower.]

Assistant Secretary of Defense (Health and Medical)

Dr. Melvin A. Casberg	August 3, 1953 to January 27, 1954
Dr. Frank B. Berry	January 28, 1954 to January 31, 1961

Position abolished on January 31, 1961, and functions transferred to Assistant Secretary of Defense (Manpower). [See Manpower.]

Assistant Secretary of Defense (Health and Environment)

Position established on June 23, 1970, by Defense Directive 5136.1 after Congress agreed (P.L. 91-121) to designate one Assistant Secretary position for Health Affairs.

Dr. Louis M. Rousselot	July 22, 1970 to July 1, 1971
Dr. Richard S. Wilbur	July 27, 1971 to September 1, 1973
Dr. James R. Cowan	February 19, 1974 to March 1, 1976
Vernon McKenzie (Acting)	March 2, 1976 to March 8, 1976

On January 22, 1976, position title was changed to Assistant Secretary of Defense (Health Affairs).

Assistant Secretary of Defense (Health Affairs)

Established by Defense Directive 5136.1. Exercises direction, authority, and control of several field activities, such as CHAMPUS, the Defense Medical Support Activity and the Defense Medical Systems Support Center, and the Uniformed Services University of the Health Science.

Dr. Robert N. Smith
Vernon McKenzie (Acting)
Dr. John Moxley III
Dr. John Beary (Acting)
Vernon McKenzie (Acting)
Dr. William Mayer
Dr. Enrique Mendez

August 30, 1976 to January 7, 1978
January 8, 1978 to August 14, 1979
September 14, 1979 to August 9, 1981
August 10, 1981 to September 24, 1983
September 25, 1983 to November 17, 1983
November 18, 1983 to April 21, 1989
March 5, 1990 to present

INTERNATIONAL SECURITY AFFAIRS

Assistant to the Secretary of Defense (International Security Affairs)

Position established in 1949 by the Secretary of Defense; position originally one of three Special Assistants to the Secretary.

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

Position changed in 1953 to Assistant Secretary of Defense (International Security Affairs) by Reorganization Plan No. 6.

Assistant Secretary of Defense (International Security Affairs)

Frank C. Nash	February 11, 1953 to February 28, 1954
H. Struvel Hensel	March 5, 1954 to June 30, 1955
Gordon Gray	July 14, 1955 to February 27, 1957
Mansfield D. Sprague	February 28, 1957 to September 3, 1958
John N. Irwin II	September 26, 1958 to January 20, 1961
Paul H. Nitze	January 29, 1961 to November 29, 1963
William P. Bundy	November 29, 1963 to March 14, 1964
John T. McNaughton	July 1, 1964 to July 19, 1967
Paul C. Warnke	August 1, 1967 to February 15, 1969
G. Warren Nutter	March 4, 1969 to January 30, 1973
Lawrence Eagleburger (Acting)	January 31, 1973 to May 10, 1973
Robert C. Hill	May 11, 1973 to January 5, 1974
Vice Adm. Ray Peet (Acting)	January 6, 1974 to April 1, 1974
Amos A. Jordan (Acting)	April 2, 1974 to June 4, 1974
Robert Ellsworth	June 5, 1974 to December 22, 1975
Amos A. Jordan (Acting)	December 23, 1975 to May 5, 1976
Eugene V. McAuliffe	May 6, 1976 to April 1, 1977
David E. McGiffert	April 4, 1977 to January 20, 1981
Francis J. West, Jr.	April 4, 1981 to April 1, 1983
Richard L. Armitage (Acting)	April 2, 1983 to June 5, 1983
Richard L. Armitage	June 9, 1983 to June 5, 1989
Henry S. Rowen	June 26, 1989 to July 31, 1991
James R. Lilley	December 12, 1991 to present

Assistant Secretary of Defense (International Security Policy)

New position created April 1981 for Assistant Secretary of Defense (International Security Policy).

Position responsible for all political-military activity involving NATO, other European countries, and the USSR; reports to the Under Secretary of Defense (Policy).

Richard N. Perle	August 5, 1981 to May 8, 1987
Ronald F. Lehman	February 18, 1988 to May 11, 1989

Stephen J. Hadley

June 23, 1989 to present

[See Under Secretary of Defense (Policy).]

LEGISLATIVE AFFAIRS

Special Assistant (Legal, Legislative, and Public Affairs)

Position established at creation of National Military Establishment (Department of Defense) in 1947. One of three Special Assistants of the first Secretary of Defense.

Marx Leva	September 18, 1947 to September 11, 1949
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Position retitled in September 1949.

Assistant Secretary of Defense (Legal and Legislative Affairs)

Marx Leva	September 12, 1949 to May 1, 1951
Daniel K. Edwards	May 3, 1951 to November 19, 1951
Charles A. Coolidge	November 20, 1951 to December 31, 1952

Position abolished in 1953. Functions divided and transferred to General Counsel [see page 53] and to the Assistant Secretary of Defense (Legislative and Public Affairs). [See Public Affairs.]

Assistant Secretary of Defense (Legislative and Public Affairs)

Position established in 1953 as a result of Reorganization Plan No. 6.

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

Position abolished in 1957. Functions divided and transferred to Assistant Secretary of Defense (Public Affairs) [see Public Affairs] and Assistant to the Secretary of Defense (Legislative Affairs).

Assistant to the Secretary of Defense (Legislative Affairs)

Brig. Gen. Clarence J. Hauck, Jr.	April 1957 to April 1959
George W. Vaughan	April 1959 to March 1960
Brig. Gen. James D. Hittle	March 1960 to November 1960
Norman S. Paul	January 25, 1961 to June 30, 1962
David E. McGiffert	August 8, 1962 to June 30, 1965
Jack L. Stempler	December 13, 1965 to January 4, 1970
Richard G. Capen, Jr.	January 5, 1970 to May 1, 1971
Rady A. Johnson	May 2, 1971 to March 10, 1973
Col. George L.J. Dalferes (Acting)	March 17, 1973 to April 17, 1973

Position was redesignated Assistant Secretary of Defense (Legislative Affairs) on April 11, 1973, in lieu of Assistant Secretary of Defense (Systems Analysis) position.

Assistant Secretary of Defense (Legislative Affairs)

John O. Marsh	April 17, 1973 to February 15, 1974
John M. Maury	April 12, 1974 to February 28, 1976
William K. Brehm	March 19, 1976 to January 20, 1977

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

Assistant to the Secretary of Defense (Legislative Affairs)

Jack L. Stempler	March 23, 1977 to January 19, 1981
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Position redesignated Assistant Secretary of Defense (Legislative Affairs) in 1981 and formalized on July 2, 1982, by Defense Directive 5142.1. An unassigned Assistant Secretary position was mandated by the Goldwater-Nichols Act to cover this organizational area.

Assistant Secretary of Defense (Legislative Affairs)

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

Russell A. Rourke	May 6, 1981 to December 8, 1985
M.D.B.J. Carlisle	August 4, 1986 to April 28, 1989
David J. Gribbin III	May 22, 1989 to present

MANPOWER

Assistant Secretary of Defense (Manpower and Personnel)

This was the original title designated for this position. Position of Assistant Secretary transferred from Assistant Secretary of Defense (Administration and Public Affairs). [See Administration.]

Subsequently redesignated Assistant Secretary of Defense (Manpower, Personnel, and Reserve) on September 2, 1955. Title changed to Assistant Secretary of Defense (Manpower) in 1961. Became Assistant Secretary of Defense (Manpower and Reserve Affairs) by P.L. 90-108, Reserve Forces Bill of Rights and Revitalization Act, January 1, 1968.

Anna M. Rosenberg	November 15, 1950 to January 20, 1953
John A. Hannah	February 11, 1953 to July 31, 1954
Carter L. Burgess	September 24, 1954 to January 22, 1957
William H. Francis, Jr.	April 19, 1957 to May 24, 1958
Charles O. Finucane	July 15, 1958 to January 19, 1961
Carlisle P. Runge	February 17, 1961 to July 30, 1962
Norman S. Paul	August 8, 1962 to September 30, 1965
Thomas D. Morris	October 1, 1965 to August 31, 1967
Alfred B. Fitt	October 9, 1967 to February 20, 1969
Roger T. Kelley	March 3, 1969 to June 1, 1973
Carl W. Clewlow (Acting)	June 1, 1973 to September 1, 1973
William K. Brehm	September 1, 1973 to March 18, 1976
David P. Taylor	July 7, 1976 to February 12, 1977

All functions of the position were assumed by the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) on April 22, 1977, Defense Directive 5124.1. This canceled Defense Directive 5120.27, establishing the Assistant Secretary of Defense (Manpower and Reserve Affairs), and Defense Directive 5126.22, establishing the Assistant Secretary of Defense (Installations and Logistics). [See Supply and Logistics.]

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

John P. White	May 11, 1977 to October 31, 1978
Robert B. Pirie, Jr.	June 17, 1979 to January 20, 1981
Lawrence J. Korb	May 4, 1981 to January 12, 1984

Position title changed, with reserve affairs functions transferred to Assistant Secretary of Defense (Reserve Affairs) on October 1, 1983. Installations and Logistics transferred to the new Assistant Secretary of Defense (Acquisition and Logistics), established July 5, 1985. [See Supply and Logistics.]

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

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

Assistant Secretary of Defense (Force Management and Personnel)

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

Lawrence J. Korb
Chapman B. Cox
Grant S. Green
Christopher Jehn

July 5, 1985 to August 31, 1985
December 7, 1985 to July 8, 1987
February 3, 1988 to March 5, 1989
November 20, 1989 to present

PROGRAM ANALYSIS AND EVALUATION

Assistant Secretary of Defense (Systems Analysis)

New Assistant Secretary established on September 10, 1965.

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

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

Director, Defense Program Analysis and Evaluation

Leonard Sullivan	May 21, 1973 to February 11, 1974
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Position redesignated Assistant Secretary of Defense (Program Analysis and Evaluation).

Assistant Secretary of Defense (Program Analysis and Evaluation)

Leonard Sullivan	February 11, 1974 to March 13, 1976
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Position redesignated Director for Planning and Evaluation on May 18, 1976.

Director for Planning and Evaluation

E.C. Aldridge	May 18, 1976 to March 11, 1977
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Position redesignated Assistant Secretary of Defense (Program Analysis and Evaluation) on April 28, 1977.

Assistant Secretary of Defense (Program Analysis and Evaluation)

Russell Murray, 2nd	April 28, 1977 to January 20, 1981
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Position redesignated Director, Program Analysis and Evaluation, in May 1981.

Director of Program Analysis and Evaluation

David S. Chu	May 19, 1981 to July 13, 1988
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Charter of Assistant Secretary of Defense (Program Analysis and Evaluation) established by Defense Directive 5141.1, February 2, 1989.

Assistant Secretary of Defense (Program Analysis and Evaluation)

Provides economic analyses of defense programs and examines implications of manpower resources on specific force structure plans. Studies security assistance

programs and Allied and foreign military requirements and capabilities of forces, materiel basing, and nuclear requirements.

David S. Chu

July 13, 1988 to present

PUBLIC AFFAIRS

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

Position established through provisions of the National Security Act of 1947.

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

Position redesignated Assistant Secretary of Defense (Legislative and Public Affairs) through Reorganization Plan No. 6 of June 12, 1953, which raised the number of Assistant Secretaries of Defense, and Defense Directive 5122.1, September 22, 1953.

Assistant Secretary of Defense (Legislative and Public Affairs)

Frederic Seaton	September 24, 1953 to February 20, 1955
Robert Tripp Ross	March 15, 1955 to February 20, 1957

Position abolished in 1957. Functions divided and transferred to Assistant Secretary of Defense (Public Affairs) and Assistant to the Secretary of Defense (Legislative Affairs). [See Legislative Affairs.]

Assistant Secretary of Defense (Public Affairs)

Position established on August 10, 1957, by Defense Directive 5105.13. Authorized by Reorganization Plan No. 6 of 1953. One of eight undesignated Assistant Secretary positions in 1992.

Responsible for flow of news to media, general public, and armed forces. Establishes Freedom of Information policy for Department and conducts policy and security review of information originating within the Department. Replies to inquiries regarding the Department of Defense. Manages the Armed Forces Radio and Television Service, the Armed Forces Press and Publication Service, and the American Forces Information Service. Maintains a National Media Pool to deploy, as directed by Secretary of Defense, to cover U.S. military operations.

Murray Snyder	March 21, 1957 to January 20, 1961
Arthur Sylvester	January 20, 1961 to February 3, 1967
Philip G. Goulding	February 28, 1967 to January 20, 1969
Daniel Z. Henkin (Acting)	January 20, 1969 to May 25, 1969
Daniel Z. Henkin	May 25, 1969 to January 20, 1973
Jerry W. Friedheim (Acting)	January 20, 1973 to April 13, 1973
Jerry W. Friedheim	April 13, 1973 to September 20, 1974
William Beecher (Acting)	September 21, 1974 to February 11, 1975
Joseph Laitin	February 12, 1975 to December 19, 1975
William I. Greener, Jr.	December 21, 1975 to July 31, 1976
M. Alan Woods	August 6, 1976 to January 21, 1977
Thomas B. Ross	March 7, 1977 to January 20, 1981

Henry E. Catto, Jr.	May 22, 1981 to September 16, 1983
Benjamin Welles (Acting)	September 17, 1983 to November 1, 1983
Mary Lou Sheils (Acting)	November 2, 1983 to November 22, 1983
Michael I. Burch	November 23, 1983 to June 22, 1985
Fred Hoffman (Acting)	June 23, 1985 to October 1, 1985
Robert B. Sims	October 18, 1985 to September 20, 1987
Fred Hoffman (Acting)	September 21, 1987 to February 2, 1988
J. Daniel Howard	February 3, 1988 to March 21, 1989
Louis A. Williams	May 22, 1989 to present

RESEARCH AND DEVELOPMENT

Chairman, Research and Development Board

Established by the National Security Act of 1947.

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

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

1) Assistant Secretary of Defense (Research and Development)

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

2) Assistant Secretary of Defense (Applications Engineering)

Frank D. Newbury	August 18, 1953 to March 17, 1957
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These two positions were combined in March 1957 to become Assistant Secretary of Defense (Research and Engineering).

Assistant Secretary of Defense (Research and Engineering)

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

This position was abolished in 1958, with functions transferred to the Director of Defense Research and Engineering. [See Director of Research and Engineering.] The position of Director of Defense Research and Engineering was given a higher status and in 1977 was redesignated Under Secretary of Defense for Research and Engineering. [See Under Secretary of Defense (Research and Engineering).]

In 1984 the Secretary of Defense established, by Defense Directive 5129.3, January 25, 1984, the position of Assistant Secretary of Defense (Research and Technology).

Assistant Secretary of Defense (Research and Technology)

As established, the Assistant Secretary was responsible to the Under Secretary of Defense for Research and Engineering.

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

The Assistant Secretary position was canceled on November 1, 1988. The functions of the office were transferred to the Director Defense Research and Engineering.

Director Defense Research and Engineering

Robert C. Duncan	December 21, 1987 to November 20, 1989
Charles M. Herzfeld	March 12, 1990 to May 18, 1991
Dr. Victor Reis	December 3, 1991 to present

This position now reports to the Under Secretary of Defense (Acquisition).

RESERVE AFFAIRS

Assistant Secretary of Defense (Reserve Affairs)

New position, with reserve affairs functions transferred from the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) on October 1, 1983. [See Assistant Secretary of Defense, Manpower.] At the same time the logistics functions were transferred from the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) to the Assistant Secretary of Defense (Acquisition and Logistics).

Position mandated by the FY 1984 Defense Authorization Bill, September 24, 1984. Established by Defense Directive 5125.1, January 12, 1984.

James A. Webb
Stephen M. Duncan

May 3, 1984 to April 10, 1987
October 26, 1987 to present

SPECIAL OPERATIONS/LOW INTENSITY CONFLICT

Assistant Secretary of Defense (Special Operations/Low Intensity Conflict)

Position officially established on January 4, 1988, by Defense Directive 5138.3.
Position was one of those mandated by the Goldwater-Nichols Act of 1986.

Assists Under Secretary of Defense (Policy) in development of policy and plans in this specific area of Defense activity and coordinates with overall political-military affairs.

Charles S. Whitehouse
Seth Cropsey (Acting)
James R. Locher

July 13, 1988 to July 12, 1989
July 13, 1989 to October 18, 1989
October 19, 1989 to present

SUPPLY, LOGISTICS, AND INSTALLATIONS

Chairman, Munitions Board

Position was established at the creation of the National Military Establishment in 1947. Performed duties under the Secretary of Defense in support of the Joint Chiefs of Staff.

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

Board abolished in 1953. Functions transferred to the Secretary of Defense through Reorganization Plan No. 6 of 1953 and through him to the Assistant Secretary of Defense (Applications Engineering) [see Research and Engineering] and the Assistant Secretary of Defense (Supply and Logistics).

Director of Installations

Position created by P.L. 82-534, July 14, 1952.

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

Assistant Secretary of Defense (Properties and Installations)

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

Assistant Secretary of Defense (Supply and Logistics)

Position established following Reorganization Plan No. 6 of 1953, when Munitions Board abolished.

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

This position and that of Assistant Secretary of Defense (Properties and Installations) combined to form position of Assistant Secretary of Defense (Installations and Logistics) in 1961.

Assistant Secretary of Defense (Installations and Logistics)

Position established on January 30, 1961.

Thomas D. Morris	January 29, 1961 to December 11, 1964
Paul R. Ignatius	December 23, 1964 to August 31, 1967

Thomas D. Morris	September 1, 1967 to February 1, 1969
Barry J. Shillito	February 1, 1969 to February 1, 1973
Arthur I. Mendolia	June 21, 1973 to March 31 1975
John J. Bennett (Acting)	April 1, 1975 to February 9, 1976
Frank A. Shrontz	February 10, 1976 to January 19, 1977

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

Assistant Secretary of Defense (Development and Support)

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

James P. Wade	August 6, 1984 to July 5, 1985
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Assistant Secretary of Defense (Acquisition and Logistics)

Position created on November 19, 1985; authorized by Defense Directive 5128.1.

James P. Wade	July 5, 1985 to November 3, 1986
Robert B. Costello	March 13, 1987 to April 15, 1987

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

Assistant Secretary of Defense (Production and Logistics)

One of the unassigned Assistant Secretary positions mandated by the Goldwater-Nichols Act. Assists the Under Secretary of Defense (Acquisition) in areas of his responsibility.

Robert B. Costello	April 15, 1987 to December 17, 1987
Jack Katzen	March 28, 1988 to January 8, 1990
Colin McMillan	March 5, 1990 to present

ATOMIC ENERGY

Chairman, Military Liaison Committee

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

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

Lt. Gen. Lewis H. Brereton, USAF	July 17, 1947 to March 30, 1948
Donald F. Carpenter	April 8, 1948 to September 21, 1948
William Webster	September 22, 1948 to September 30, 1949
Robert LeBaron	October 1, 1949 to August 1, 1954
Herbert B. Loper	August 9, 1954 to July 14, 1961
Gerald W. Johnson	August 11, 1961 to September 15, 1963
William J. Howard	January 2, 1964 to June 15, 1966
Carl Walske	October 3, 1966 to April 15, 1973
Donald R. Cotter	October 16, 1973 to March 17, 1978
Vacant	March 18, 1978 to August 7, 1978
James P. Wade, Jr.	August 8, 1978 to June 14, 1981
James P. Wade, Jr. (Acting)	June 15, 1981 to June 5, 1982
Richard Wagner	June 6, 1982 to April 1, 1986
Robert B. Barker	October 18, 1986 to November 14, 1986

The Defense Authorization Act of 1987 (P.L. 99-661, November 14, 1986) abolished the Military Liaison Committee and established the Nuclear Weapons Council. The Defense Authorization Act of 1988-1989 (P.L. 100-180, December 4, 1989) established the position of Assistant to the Secretary of Defense (Atomic Energy) as a statutory position.

Assistant to the Secretary of Defense (Atomic Energy)

Robert B. Barker (non-statutory)	November 14, 1986 to March 3, 1988
Robert B. Barker (statutory)	March 4, 1988 to May 29, 1992

CIVIL DEFENSE

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

Assistant Secretary of Defense (Civil Defense)

Position created August 31, 1961, and abolished April 1, 1964.

Steuart L. Pittman

September 20, 1961 to April 1, 1964

The Office of Civil Defense was transferred to the Secretary of the Army. Civil defense responsibilities were assigned to the Defense Civil Preparedness Agency. When this agency was dissolved on July 15, 1979, in accordance with Reorganization Plan No. 3 of 1978, June 19, 1978, the responsibility for civil defense was assumed by the Director of the new Federal Emergency Management Agency.

GENERAL COUNSEL

Position established by Reorganization Plan No. 6 of 1953 and by Defense Directive 5145.1, August 24, 1953. Position derived from one of the original three Special Assistants to the Secretary (1947) and the Assistant Secretary of Defense (Legal and Legislative Affairs) (1948).

General Counsel serves as the chief legal officer of the Department, advising both the Secretary and Deputy Secretary of Defense on all legal matters and services. Develops the Department's legislative program, establishes policy on specific legal problems, maintains repository for all international agreements of the Department, and serves as Director of the Defense Legal Services Agency.

H. Struve Hensel	August 17, 1953 to March 4, 1954
Wilber M. Brucker	April 23, 1954 to July 20, 1955
Mansfield D. Sprague	October 6, 1955 to February 27, 1957
Robert Dechert	February 28, 1957 to July 15, 1959
J. Vincent Burke, Jr.	September 14, 1959 to January 20, 1961
Cyrus R. Vance	January 29, 1961 to June 30, 1962
John T. McNaughton	July 5, 1962 to June 25, 1964
Leonard Niederlehner (Acting)	July 1, 1964 to September 19, 1966
Paul C. Warnke	October 3, 1966 to July 31, 1967
Leonard Niederlehner (Acting)	August 1, 1967 to August 20, 1970
J. Fred Buzhardt, Jr.	August 20, 1970 to January 4, 1974
Leonard Niederlehner (Acting)	May 22, 1973 to March 13, 1974
Martin R. Hoffmann	March 14, 1974 to August 5, 1975
Leonard Niederlehner (Acting)	August 6, 1975 to January 1, 1976
Richard A. Wiley	January 2, 1976 to January 15, 1977
Deanne C. Siemer	April 28, 1977 to October 15, 1979
Leonard Niederlehner (Acting)	October 15, 1979 to February 1, 1980
Togo D. West, Jr.	February 1, 1980 to January 20, 1981
Leonard Niederlehner (Acting)	January 20, 1981 to April 1, 1981
William Howard Taft IV	April 2, 1981 to May 2, 1984
Chapman B. Cox	May 3, 1984 to December 16, 1985
H. Lawrence Garrett III	February 5, 1986 to August 6, 1987
Kathleen A. Buck	October 26, 1987 to December 30, 1989
Terrence O'Donnell	October 30, 1989 to March 6, 1992

INSPECTOR GENERAL

The Office of the Department of Defense Inspector General was established by P.L. 97-252, September 8, 1982, and Defense Directive 5106.1, March 14, 1983. This position was an outgrowth of the position of Assistant to the Secretary of Defense for Review and Oversight, established in April 1981 to check fraud, waste, and abuse in procurement. That position and the Defense Audit Service, created in 1961, were dissolved in September 1982.

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

Joseph H. Sherick
June Gibbs Brown
Susan J. Crawford

May 2, 1983 to June 3, 1986
November 16, 1987 to October 24, 1989
November 28, 1989 to November 19, 1991

OPERATIONAL TEST AND EVALUATION

Director, Operational Test and Evaluation

Position established September 24, 1983, by FY 1984 Defense Authorization Act, effective October 1, 1983, and by Defense Directive 5141.2.

Director is the principal staff assistant and advisor to the Secretary of Defense on OT&E matters, ensuring effectiveness and suitability of U.S. weapons systems and equipment.

John E. Krings
Robert C. Duncan

April 18, 1985 to June 30, 1989
November 22, 1989 to present

Joint Chiefs of Staff

The Joint Chiefs of Staff, in existence since 1942, were accorded statutory sanction within the National Military Establishment by the National Security Act of 1947. The JCS consisted of the Chief of Staff, U.S. Army; the Chief of Naval Operations; the Chief of Staff, U.S. Air Force and the Chief of Staff to the Commander in Chief, if there should be one. The act also established a Joint Staff under the JCS, limiting it to one hundred officers, to be headed by a Director appointed by the Joint Chiefs.

The 1949 amendments to the National Security Act of 1947 established the position of Chairman of the Joint Chiefs of Staff, to be appointed from the Regular officers of the armed services for a term of two years with eligibility for a second two-year term. The Chairman was to preside over the meetings of the JCS but was to have no vote. Moreover, he was not to exercise military command over the JCS or any of the military services. The amendments also increased the size of the Joint Staff to 210 officers.

In 1952, P.L. 82-416 authorized the Commandant of the Marine Corps to meet with the JCS as a coequal whenever any matter of concern to the Marine Corps was under consideration. P.L. 95-485, October 28, 1978, made the Commandant a permanent and fully participating member of the JCS.

Reorganization Plan No 6 of 1953 made the selection of members of the Joint Staff by the JCS, and their tenure, subject to the approval of the Chairman and give him management control of the Joint Staff. At the same time it accorded the Secretary of Defense approval authority over the selection of the Director of the Joint Staff and his tenure. The Department of Defense Reorganization Act of 1958 increased the Joint Staff to not more than 400 officers and limited their tours of such duty to not more than three years except in time of war. The act specified that the Joint Staff "shall not operate or be organized as an overall Armed Forces General Staff and shall have no executive authority."

In 1967 Congress took the initiative in setting the terms of the chiefs of the Army, Navy, Air Force, and Marine Corps at four years, with provision for possible reappointment for four years in time of war or emergency.

The Goldwater-Nichols Act of 1986 prescribed the most important changes in the Joint Chiefs of Staff organization since 1947. It increased the responsibilities of the Chairman, naming him the principal adviser to the President, the National Security Council, and the Secretary of Defense and prescribing a two-year term with possibility of two additional terms other than during wartime, when there would be no limitation. The Chairman was given permission to attend and participate in meetings of the National Security Council. The Chairman's responsibilities included assisting the President in providing strategic direction of the armed forces, preparing strategic plans and joint logistic and mobility plans, and advising the Secretary of Defense on requirements, programs, and budgets, particularly a budget proposal for activities of each unified and specified combatant command.

The act created the position of Vice Chairman of the Joint Chiefs of Staff to rank after the Chairman and ahead of all other officers of the armed forces and to come from a service other than that of the Chairman. In the absence or disability of the

Chairman the Vice Chairman replaces him. He performs such duties as may be prescribed by the Chairman and may participate in all JCS meetings but may not vote.

Chairman, JCS

General Omar N. Bradley, USA	August 16, 1949 to August 15, 1953
Admiral Arthur W. Radford, USN	August 15, 1953 to August 15, 1957
General Nathan F. Twining, USAF	August 15, 1957 to September 30, 1960
General Lyman L. Lemnitzer, USA	October 1, 1960 to September 30, 1962
General Maxwell D. Taylor, USA	October 1, 1962 to July 1, 1964
General Earle G. Wheeler, USA	July 3, 1964 to July 2, 1970
Admiral Thomas H. Moorer, USN	July 2, 1970 to July 1, 1974
General George S. Brown, USAF	July 1, 1974 to June 20, 1978
General David C. Jones, USAF	June 21, 1978 to June 18, 1982
General John W. Vessey, Jr., USA	June 18, 1982 to September 30, 1985
General William J. Crowe, Jr., USA	October 1, 1985 to September 30, 1989
General Colin L. Powell, USA	October 1, 1989 to present

Vice Chairman, JCS

General Robert T. Herres	February 6, 1987 to February 28, 1990
Admiral David E. Jeremiah	March 1, 1990 to present

Chief of Staff, U.S. Army

General Dwight D. Eisenhower	November 19, 1945 to February 7, 1948
General Omar N. Bradley	February 7, 1948 to August 16, 1949
General J. Lawton Collins	August 16, 1949 to August 15, 1953
General Matthew B. Ridgway	August 15, 1953 to June 30, 1955
General Maxwell D. Taylor	June 30, 1955 to July 1, 1959
General Lyman L. Lemnitzer	July 1, 1959 to September 30, 1960
General George H. Decker	October 1, 1960 to September 30, 1962
General Earle G. Wheeler	October 1, 1962 to July 2, 1964
General Harold K. Johnson	July 3, 1964 to July 2, 1968
General William C. Westmoreland	July 3, 1968 to June 30, 1972
General Bruce Palmer, Jr. (Acting)	July 1, 1972 to October 11, 1972
General Creighton W. Abrams	October 12, 1972 to September 4, 1974
General Fred C. Weyand	October 3, 1974 to October 1, 1976
General Bernard W. Rogers	October 1, 1976 to June 21, 1979
General Edward C. Meyer	June 22, 1979 to June 21, 1983
General John A. Wickham, Jr.	June 22, 1983 to June 22, 1987
General Edward C. Meyer	June 22, 1979 to June 22, 1983
General John A. Wickham, Jr.	June 23, 1983 to June 22, 1987
General Carl E. Vuono	June 23, 1987 to June 21, 1991
General Gordon R. Sullivan	June 21, 1991 to present

Chief of Naval Operations

Fleet Admiral Chester W. Nimitz	December 15, 1945 to December 15, 1947
Admiral Louis Denfeld	December 15, 1947 to November 2, 1949
Admiral Forrest P. Sherman	November 2, 1949 to July 22, 1951
Admiral William M. Fechteler	August 16, 1951 to August 16, 1953
Admiral Robert B. Carney	August 17, 1953 to August 17, 1955
Admiral Arleigh A. Burke	August 17, 1955 to August 1, 1961
Admiral George W. Anderson, Jr.	August 1, 1961 to August 1, 1963
Admiral David L. McDonald	August 1, 1963 to July 1, 1967
Admiral Thomas H. Moorer	August 1, 1967 to July 1, 1970

Admiral Elmo R. Zumwalt, Jr.	July 1, 1970 to July 1, 1974
Admiral James L. Holloway III	July 1, 1974 to July 1, 1978
Admiral Thomas B. Hayward	July 1, 1978 to July 1, 1982
Admiral James D. Watkins	July 1, 1982 to July 1, 1986
Admiral Carlisle A.H. Trost	July 1, 1986 to June 30, 1990
Admiral Frank B. Kelso II	July 1, 1990 to present

Chief of Staff, U.S. Air Force

General Carl Spaatz	September 26, 1947 to April 30, 1948
General Hoyt S. Vandenberg	April 30, 1948 to June 30, 1953
General Nathan F. Twining	June 30, 1953 to June 30, 1957
General Thomas D. White	July 1, 1957 to June 30, 1961
General Curtis E. LeMay	June 30, 1961 to January 31, 1965
General John P. McConnell	February 1, 1965 to August 1, 1969
General John D. Ryan	August 1, 1969 to July 31, 1973
General George S. Brown	August 1, 1973 to June 30, 1974
General David C. Jones	July 1, 1974 to June 20, 1978
General Lew Allen, Jr.	July 1, 1978 to June 30, 1982
General Charles A. Gabriel	July 1, 1982 to June 30, 1986
General Larry D. Welch	July 1, 1986 to June 30, 1990
General Michael J. Dugan	July 1, 1990 to September 17, 1990
General John M. Loh (Acting)	September 17, 1990 to October 27, 1990
General Merrill A. McPeak	October 27, 1990 to present

Commandant of the Marine Corps

General Lemuel C. Sheperd, Jr.	June 28, 1952 to December 31, 1955
General Randolph McC. Pate	January 1, 1956 to December 31, 1959
General David M. Shoup	January 1, 1960 to December 31, 1963
General Wallace M. Greene, Jr.	January 1, 1964 to December 31, 1967
General Leonard F. Chapman, Jr.	January 1, 1968 to December 31, 1971
General Robert E. Cushman, Jr.	January 1, 1972 to June 30, 1975
General Louis H. Wilson	July 1, 1975 to June 30, 1979
General Robert H. Barrow	July 1, 1979 to June 30, 1983
General Paul X. Kelley	July 1, 1983 to June 30, 1987
General Alfred M. Gray, Jr.	July 1, 1987 to July 1, 1991
General Carl E. Mundy, Jr.	July 1, 1991 to present

Director, Joint Staff

Maj. Gen. Alfred M. Gruenther, USA	September 17, 1947 to September 19, 1949
Vice Adm. Arthur C. Davis, USN	September 20, 1949 to November 1, 1951
Lt. Gen. Charles P. Cabell, USAF	November 2, 1951 to April 23, 1953
Lt. Gen. Frank A. Everest, USAF	April 24, 1953 to March 18, 1954
Lt. Gen. Lemuel Mathewson, USA	March 19, 1954 to March 14, 1956
Vice Adm. Bernard L. Austin, USN	March 15, 1956 to March 31, 1958
Lt. Gen. Oliver S. Picher, USAF	April 1, 1958 to March 31, 1960
Lt. Gen. Earle G. Wheeler, USA	April 1, 1960 to February 24, 1962
Vice Adm. Herbert D. Riley, USN	February 24, 1962 to February 23, 1964
Lt. Gen. David A. Burchinal, USAF	February 24, 1964 to July 31, 1966
Lt. Gen. Andrew J. Goodpaster, USA	August 1, 1966 to March 31, 1967

Lt. Gen. Berton E. Spivy, Jr., USA	April 1, 1967 to July 31, 1968
Vice Adm. Nels C. Johnson, USN	August 1, 1968 to July 19, 1970
Lt. Gen. John W. Vogt, USAF	July 20, 1970 to April 7, 1972
Rear Adm. Mason B. Freeman, USN (Acting)	April 8 1972 to June 11, 1972
Lt. Gen. George M. Seignious II, USN	June 12, 1972 to May 31, 1974
Vice Adm. Harry D. Train II, USN	June 1, 1974 to June 30, 1976
Lt. Gen. Ray B. Sitton, USAF	July 1, 1976 to June 30, 1977
Vice Adm. Patrick J. Hannifin, USN	July 1, 1977 to June 20, 1978
Maj. Gen. John A. Wickham, Jr., USA (Acting)	July 1, 1978 to August 21, 1978
Lt. Gen. John A. Wickham, Jr., USA	August 22, 1978 to June 22, 1979
Vice Adm. Carl Thor Hanson, USN	June 22, 1979 to June 30, 1981
Lt. Gen. James E. Dalton, USAF	July 1, 1981 to June 30, 1983
Lt. Gen. Jack N. Merritt, USA	July 1, 1983 to June 30, 1985
Vice Adm. Powell F. Carter, Jr., USN	July 1, 1985 to August 14, 1987
Lt. Gen. Robert W. RisCassi, USA	August 15, 1987 to November 30, 1988
Lt. Gen. Hansford T. Johnson, USAF	December 1, 1988 to September 20, 1989
Maj. Gen. Gene A. Deegan, USMC (Acting)	September 21, 1989 to September 26, 1989
Lt. Gen. Michael P.C. Carns, USAF	September 27, 1989 to May 16, 1991
Lt. Gen. Henry Viccellio, Jr., USAF	May 17, 1991 to present

UNIFIED AND SPECIFIED COMMANDS

The Unified Command Plan (UCP) approved by President Truman on December 14, 1946, authorized the formation of seven unified commands. These regional commands consisted of forces from two or more military services and received strategic direction from the Joint Chiefs of Staff. By a separate provision of the UCP, the Strategic Air Command was designated a "specific command." The JCS officially defined a specific command in 1951 as the equivalent of a unified command but normally composed of forces from only one service. Additional unified commands and specified commands were created subsequently while others were disestablished.

Originally, the Joint Chiefs of Staff exercised operational control over all elements of the armed forces in each command and designated one of their members as "executive agent" with operational command and control over all forces within a particular unified area. Subsequently, in 1953 and 1958 changes were made in this chain of command. The Goldwater-Nichols Act of 1986 specified that the chain of command to a unified or specified combatant command would run from the President to the Secretary of Defense to the commander of the combatant command. In 1992 there were nine unified commands and one specified command. On June 1, 1992, the Strategic Air Command was redesignated as a unified command.

UNIFIED

U.S. Atlantic Command

Norfolk, VA. Established December 1, 1947.

Commander in Chief (CINCLANT)	Adm. Leon A. Edney, USN	May 18, 1990
Norfolk, VA.		

U.S. Central Command

MacDill AFB, FL. Established January 1, 1983.

Commander in Chief (CINCCENT)	Gen. Joseph P. Hoar, USMC	August 9, 1991
MacDill AFB, FL.		

U.S. European Command

Stuttgart-Vaihingen, Germany. Established March 15, 1947.

Commander in Chief (CINCEUR)	Gen. John R. Galvin, USA	June 26, 1987
Brussels, Belgium.		

U.S. Pacific Command

Honolulu, Hawaii. Established January 1, 1947.

Commander in Chief (CINCPAC)	Adm. Charles R. Larson, USN	March 1, 1991
Camp Smith, Hawaii.		

U.S. Southern Command

Quarry Heights, Republic of Panama. Established June 6, 1963.

Commander in Chief (CINCSO)	Gen. George A. Joulwan, USA	November 21, 1990
USA Quarry Heights, Republic of Panama		

U.S. Space Command

Peterson AFB, CO. Established September 23, 1985.

Commander in Chief (CINCSPACE)	Gen. Donald J. Kutyna, USAF	March 30, 1990
Peterson AFB, CO.		

U.S. Special Operations Command

MacDill AFB, FL. Established April 16, 1987.

Commander in Chief (CINCSOC)	Gen. Carl L. Stiner, USA	June 27, 1990
MacDill AFB, FL.		

U.S. Strategic Command

Offutt AFB, NE. Formerly Strategic Air Command, Redesignated Strategic Command June 1, 1992.

Commander in Chief (CINCSTRAT)	Gen. George L. Butler, USAF	January 25, 1991
Offutt AFB, NE.		

U.S. Transportation Command

Scott AFB, IL. Established July 1, 1987.

Commander in Chief (CINCTRANS) Gen. Hansford T. Johnson,
 USAF Scott AFB, IL September 22, 1989

SPECIFIED

U.S. Forces Command

Ft. McPherson, GA. Established July 1, 1987.

Commander in Chief (CINCFOR) Gen. Edwin H. Burba, Jr., September 27, 1989
 USA Fort McPherson, GA

DISESTABLISHED

Aerospace Command

Became Aerospace Defense Command, a Specified Command, on July 1, 1975.
 Disestablished December 19, 1986.

Alaskan Command

Disestablished July 1, 1975.

Far East Command

Disestablished July 1, 1957.

Military Airlift Command

Designated a Specific Command February 1, 1977. Terminated as a Specific
 Command October 1, 1988.

U.S. Naval Forces, Eastern Atlantic and Mediterranean

Disestablished December 1, 1963.

Northeast Command

Disestablished September 1, 1956.

U.S. Readiness Command

Disestablished September 30, 1987.

DEFENSE AGENCIES

Defense Advanced Research Projects Agency (DARPA)

Established by P.L. 85-325, February 12, 1958. Defense Directive 5105.41. Charter dated May 23, 1972.

Director appointed by Secretary of Defense.

Director -- Gary Denman

Defense Commissary Agency (DeCA)

Established November 9, 1990. Defense Directive 5101.55.

Director -- Maj. Gen. John P. Dreska, USA

Defense Contract Audit Agency

Established on July 1, 1965. Defense Directive 5105.36.

Director -- William H. Reed

Defense Finance and Accounting Service

Established November 26, 1990. Defense Directive 5118.5.

Director -- Albert V. Conte

Defense Information Systems Agency (DISA)

Established as Defense Communications Agency on May 12, 1960. Defense Directive 5105.19. Renamed Information Systems Agency on June 25, 1991.

Under direction, authority, and control of the Under Secretary of Defense for Acquisition.

Director -- Lt. Gen. Alonzo E. Short, Jr., USA

Defense Intelligence Agency (DIA)

Established on October 1, 1961. Defense Directive 5105.21.

Under the direction, authority, and control of the Secretary of Defense.

Director -- Lt. Gen. Harry L. Soyster, USA

Defense Investigative Service

Established on January 1, 1972. Defense Directive 5101.42.

Director -- John F. Donnelly

Defense Legal Services Agency (DLSA)

Established August 12, 1981. Defense Directive 5145.4.

Under the direction, authority, and control of the General Counsel, who serves as Director.

Director --

Defense Logistics Agency (DLA)

Established October 1, 1961, as the Defense Supply Agency. Defense Directive 5105.22.

Under the direction, authority, and control of the Under Secretary of Defense (Acquisition).

Director -- Lt. Gen. Charles McCausland, USAF

Defense Mapping Agency (DMA)

Established on January 1, 1972. Defense Directive 5101.40.

Reports to the Under Secretary of Defense (Acquisition).

Director -- Maj. Gen. William K. James, USAF

Defense Nuclear Agency (DNA)

Established May 6, 1959. Originally, was the Armed Forces Special Weapons Project, and then, Defense Atomic Support Agency. Defense Directive 5101.31.

Under the direction of the Under Secretary of Defense for Acquisition. Reports to the Chairman, Joint Chiefs of Staff, for operational matters.

Director -- Maj. Gen. Gerald G. Watson, USA

Defense Security Assistance Agency

Established September 1, 1971. Defense Directive 5105.38.

Under the direction, authority, and control of the Under Secretary of Defense for Policy.

Director -- Lt. Gen. Teddy G. Allen, USA

National Security Agency/Central Security Service

Established December 5, 1952. Defense Directive 5100.20.

Under the direction, authority, and control of the Secretary of Defense.

Director -- Vice Adm. William O. Studeman, USN

On-Site Inspection Agency (OSIA)

Established January 15, 1988. Defense Directive TS - 5134.2.

Operates as a separate agency of the Department of Defense; reports to the Under Secretary of Defense (Acquisition).

Director -- Maj. Gen. Robert W. Parker, USAF

Strategic Defense Initiative Organization (SDIO)

Established on April 24, 1984 and designated as a Defense agency on July 23, 1984. Defense Directive 5141.5.

Under the direction, authority, and control of the Secretary of Defense and under the overall supervision of the Deputy Secretary of Defense.

Director -- Ambassador Henry Cooper

DEFENSE AGENCIES NO LONGER IN EXISTENCE

Defense Audio Visual Agency

Established June 21, 1979. Disestablished September 30, 1985.

Defense Audit Service

Established October 14, 1976. Dissolved in September 1982, when role assumed by Assistant to the Secretary of Defense (Review and Oversight).

Defense Civil Preparedness Agency

Established May 5, 1972, when transferred from Department of the Army. [See Officials, Civil Defense.] Transferred to Federal Emergency Management Agency by Reorganization Plan No. 3 of 1978.

DEPARTMENT OF DEFENSE FIELD ACTIVITIES

American Forces Information Service

Established by Defense Directive 5122.10.
Under the Assistant Secretary of Defense (Public Affairs).

Department of Defense Dependents Schools

Established by Defense Directive 1342.6.
Under the Assistant Secretary of Defense (Force Management and Personnel)

Defense Medical Support Activity

Established by Defense Directive 5136.10.
The Assistant Secretary of Defense (Health Affairs) serves as Director of DMSA.
Composed of the Defense Medical Systems Support Center and the Defense Medical Facilities Office.

Defense Technology Security Administration

Established by Defense Directive 5105.51.
Under the Under Secretary of Defense (Policy).

Office of Civilian Health and Medical Program of the Uniformed Services

Established by Defense Directive 5105.46.
Under the Assistant Secretary of Defense (Health Affairs).

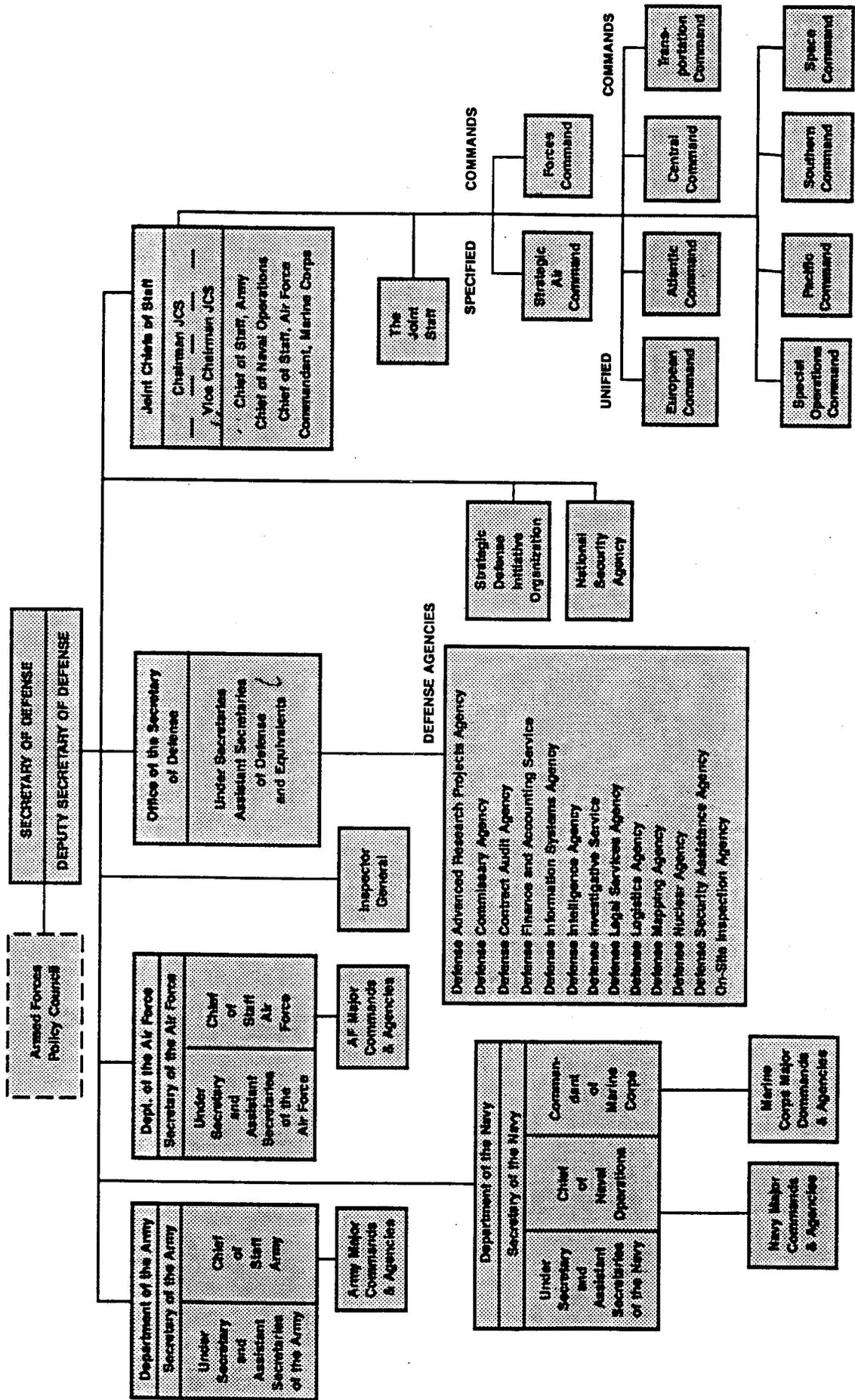
Office of Economic Adjustment

Established by Defense Directive 3030.1.
Under the Assistant Secretary of Defense (Force Management and Personnel)
Director of OEA serves as Executive Director of the Economic Adjustment Committee.

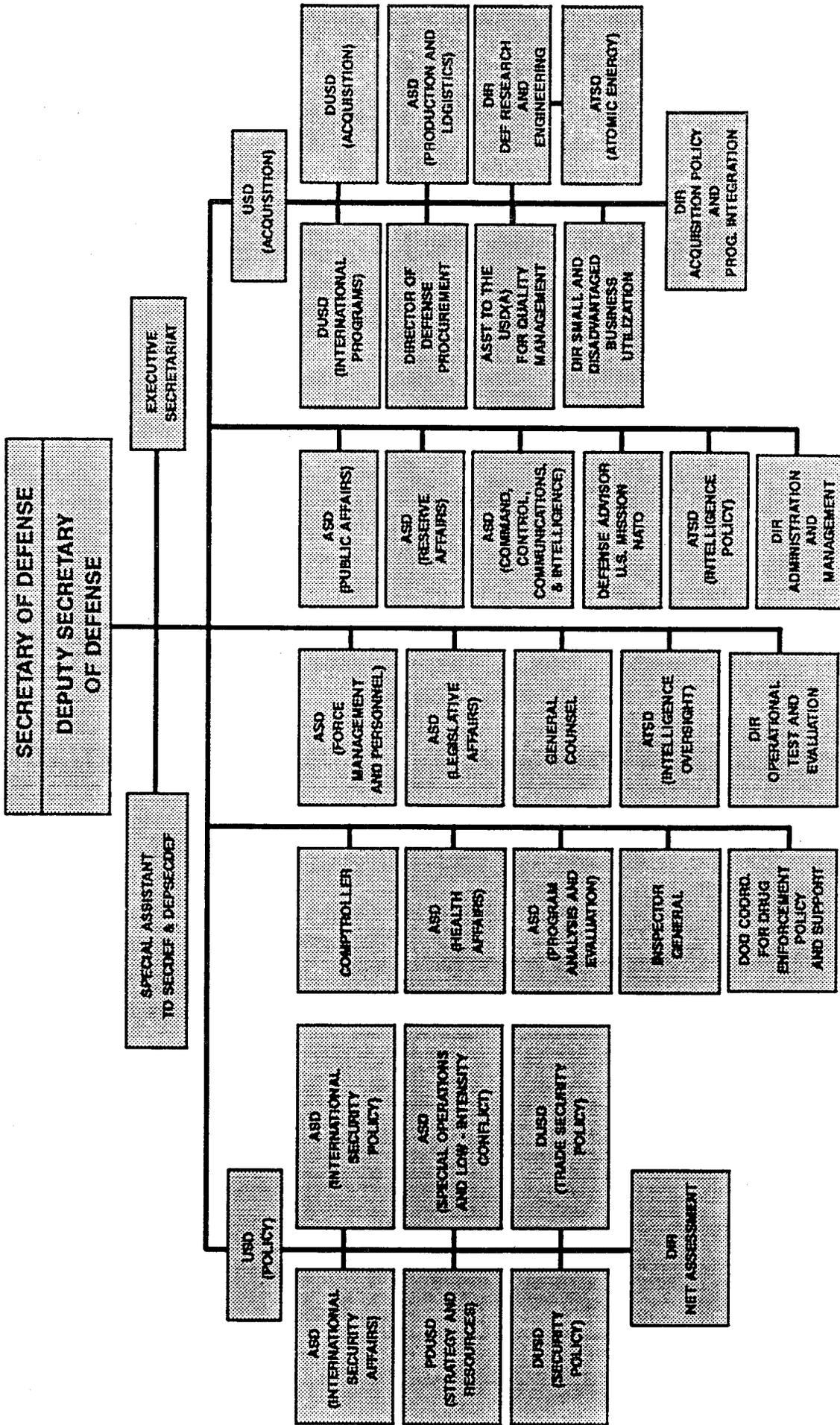
Washington Headquarters Services

Established by Defense Directive 5110.4.
The Director, Administration and Management, serves as Director, WHS.

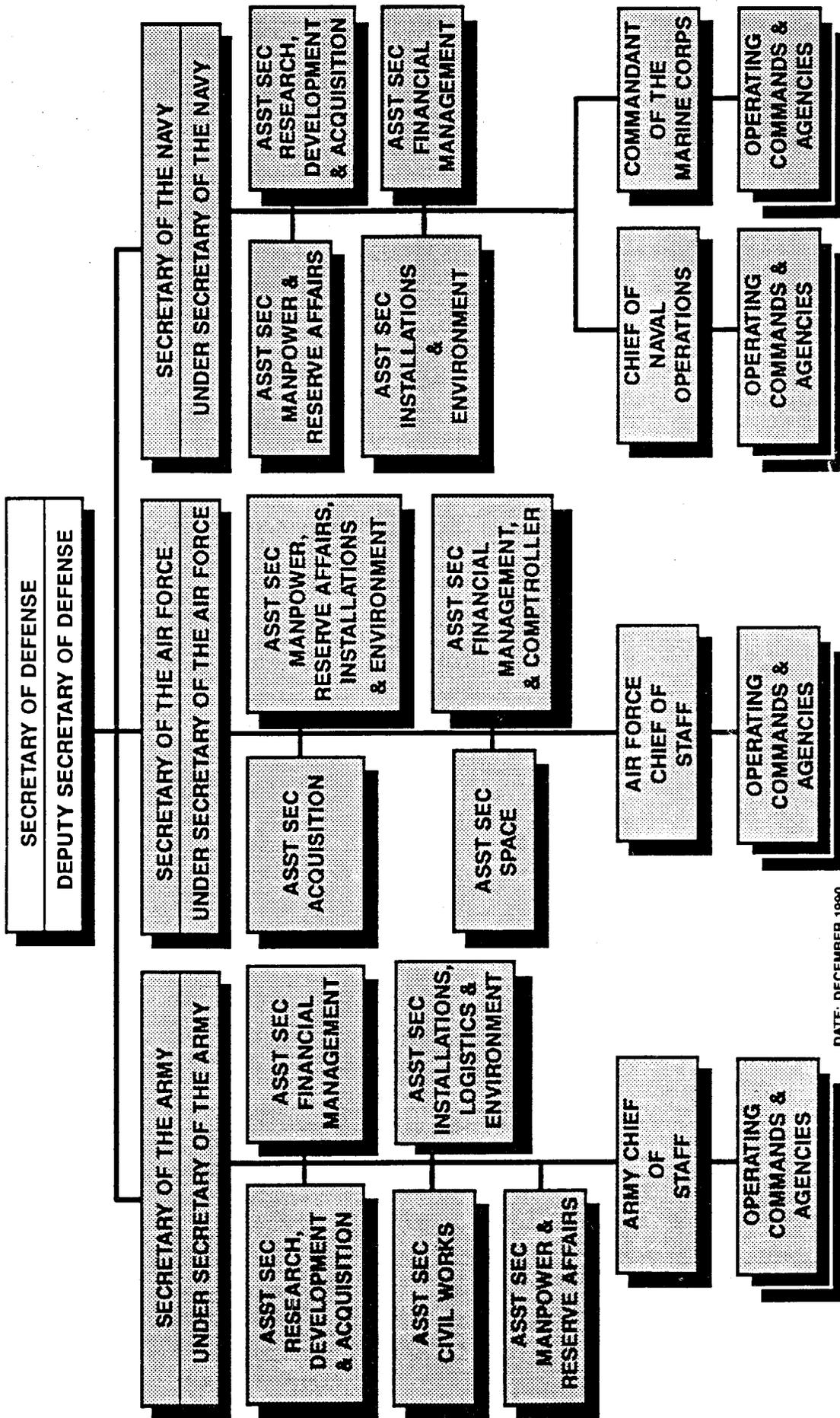
DEPARTMENT OF DEFENSE



OFFICE OF THE SECRETARY OF DEFENSE

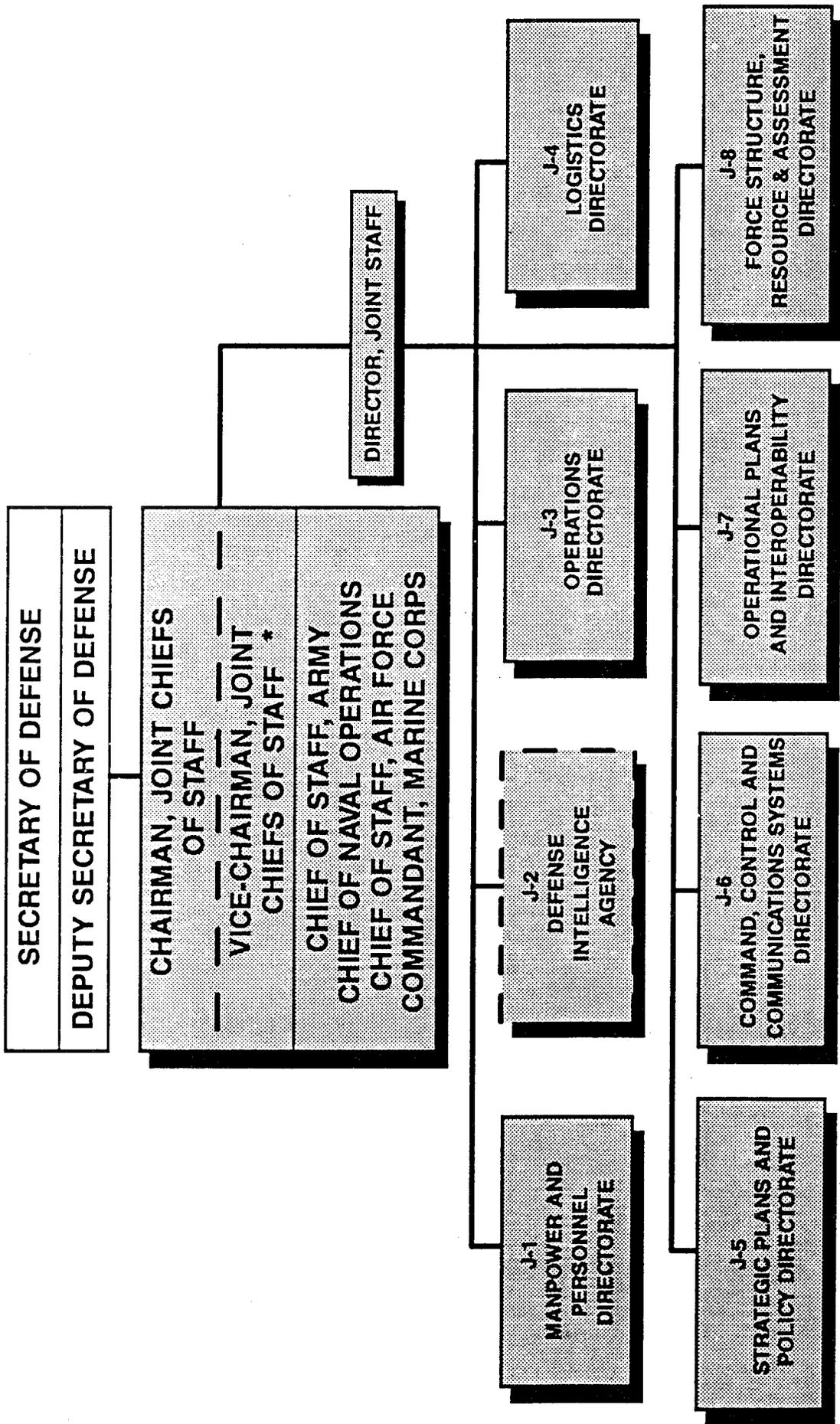


MILITARY DEPARTMENTS



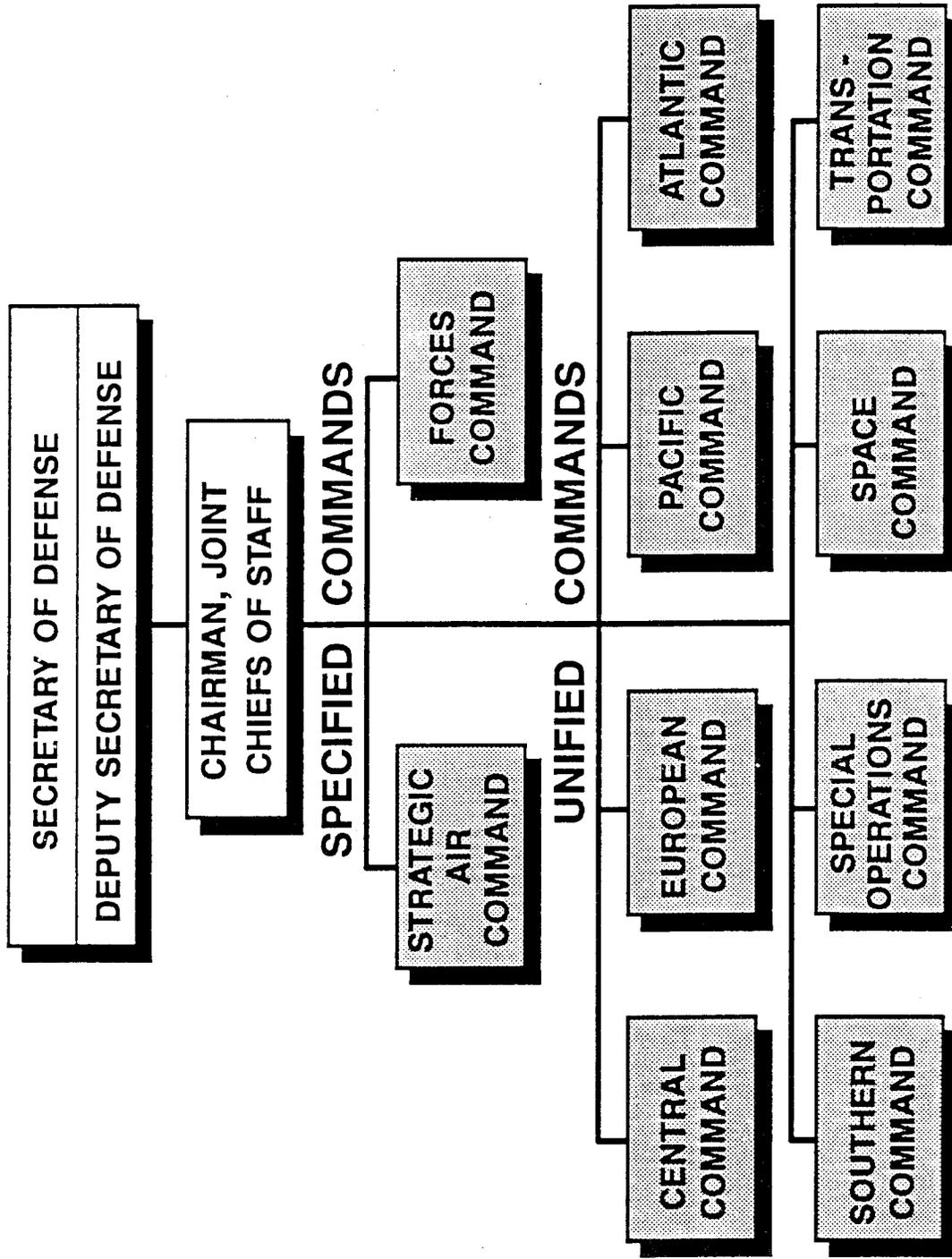
DATE: DECEMBER 1990

JOINT CHIEFS OF STAFF AND JOINT STAFF



*JCS MEMBER IN ABSENCE OF CHAIRMAN

UNIFIED AND SPECIFIED COMMANDS



DEFENSE AGENCIES

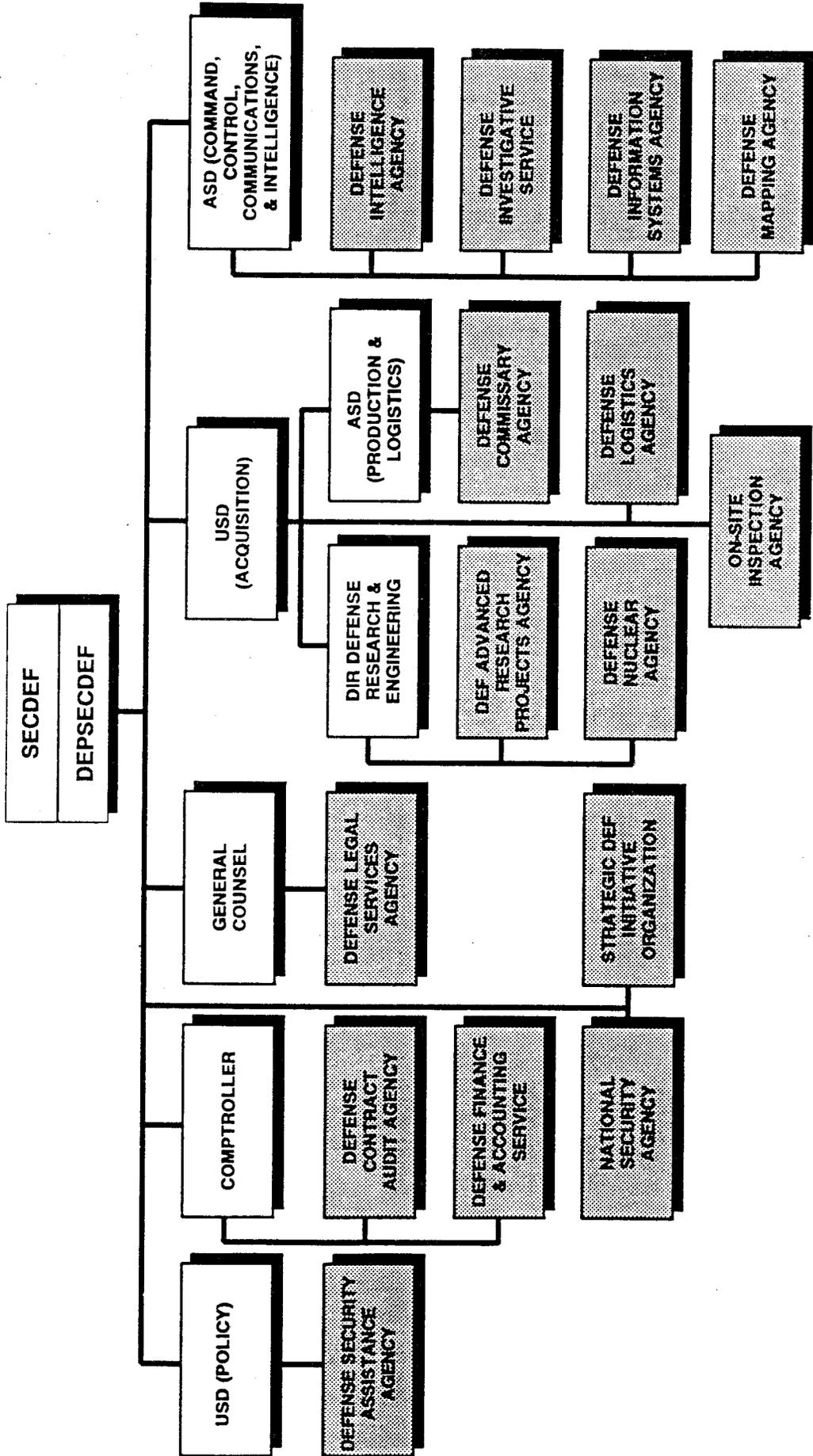


TABLE I

FEDERAL OUTLAYS, FY 1945-1993

(\$Millions)

Fiscal Year	FEDERAL UNIFIED BUDGET					UNDIST. OFFSET. RECEIPTS	TOTAL
	National Defense	Veterans, Space, Internat'l	Net Interest	Social & Economic	AGENCY TOTAL		
1945	82,965	2,023	3,112	6,001	94,101	- 1,389	92,712
1946	42,681	4,400	4,111	5,508	56,700	- 1,468	55,232
1947	12,808	12,135	4,204	6,901	36,048	- 1,552	34,496
1948	9,105	11,023	4,341	6,938	31,407	- 1,643	29,764
1949	13,150	12,651	4,523	10,290	40,614	- 1,779	38,835
1950	13,724	13,507	4,812	12,336	44,379	- 1,817	42,562
1951	23,566	9,173	4,665	10,442	47,846	- 2,332	45,514
1952	46,089	8,032	4,701	12,241	71,063	- 3,377	67,686
1953	52,802	6,638	5,156	15,076	79,672	- 3,571	76,101
1954	49,266	6,209	4,811	13,966	74,252	- 3,397	70,855
1955	42,729	6,898	4,850	17,460	71,937	- 3,493	68,444
1956	42,523	7,355	5,079	19,272	74,229	- 3,589	70,640
1957	45,430	8,207	5,354	21,733	80,724	- 4,146	76,578
1958	46,815	8,791	5,604	25,580	86,790	- 4,385	82,405
1959	49,015	8,849	5,762	33,085	96,711	- 4,613	92,098
1960	48,130	8,798	6,947	33,136	97,011	- 4,820	92,191
1961	49,601	9,666	6,716	36,547	102,530	- 4,807	97,723
1962	52,345	12,493	6,889	40,368	112,095	- 5,274	106,821
1963	53,400	13,345	7,740	42,628	117,113	- 5,797	111,316
1964	54,757	14,758	8,199	46,522	124,236	- 5,708	118,528
1965	50,620	16,030	8,591	48,895	124,136	- 5,908	118,228
1966	58,111	17,361	9,386	56,216	141,074	- 6,542	134,532
1967	71,417	17,645	10,268	65,428	164,758	- 7,294	157,464
1968	81,926	16,637	11,090	76,526	186,179	- 8,045	178,134

TABLE I
(continued)

FEDERAL OUTLAYS, FY 1945-1993

(\$Millions)

Fiscal Year	FEDERAL UNIFIED BUDGET					UNDIST. OFFSET. RECEIPTS	TOTAL
	National Defense	Veterans, Space, Internat'l	Net Interest	Social & Economic	AGENCY TOTAL		
1969	82,497	16,324	12,699	80,106	191,626	- 7,986	183,640
1970	81,692	16,573	14,380	91,636	204,281	- 8,632	195,649
1971	78,872	17,109	14,841	109,457	220,279	- 10,107	210,172
1972	79,174	18,709	15,478	126,903	240,264	- 9,583	230,681
1973	76,681	19,235	17,349	145,851	259,116	- 13,409	245,707
1974	79,347	22,061	21,449	163,251	286,108	- 16,749	269,359
1975	86,509	26,649	23,244	209,532	345,934	- 13,602	332,332
1976	89,619	28,204	26,727	241,628	386,178	- 14,386	371,792
1977	97,241	28,048	29,901	268,907	424,097	- 14,879	409,218
1978	104,495	30,226	35,458	304,287	474,466	- 15,720	458,746
1979	116,342	31,327	42,636	330,656	520,961	- 17,476	503,485
1980	133,995	38,350	52,538	386,006	610,889	- 19,942	590,947
1981	157,513	41,087	68,774	438,916	706,290	- 28,041	678,249
1982	185,309	41,851	85,044	459,650	771,854	-26,099	745,755
1983	209,903	42,984	89,828	499,641	842,356	-33,976	808,380
1984	227,413	47,959	111,123	497,308	883,803	-31,957	851,846
1985	252,748	49,075	129,504	547,762	979,089	-32,698	946,391
1986	273,375	47,264	136,047	566,657	1,023,343	-33,007	990,336
1987	281,999	48,388	168,652	541,327	1,040,366	-36,455	1,003,911
1988	290,361	48,312	151,838	610,596	1,101,107	-36,967	1,064,140
1989	303,559	49,835	169,266	658,721	1,181,381	-37,212	1,144,169
1990	299,331	54,485	184,221	750,356	1,288,393	-36,615	1,251,778
1991	273,292	61,291	194,541	833,243	1,362,367	-39,356	1,323,011
1992	307,304	63,573	198,820	944,503	1,514,200	-38,761	1,475,439
1993	291,353	64,870	213,740	986,972	1,556,935	-41,628	1,515,307

TABLE 2

U.S. PUBLIC SPENDING--FEDERAL, STATE, AND LOCAL

(\$Millions)

Fiscal Year	TOTAL FEDERAL BUDGET	STATE & LOCAL GOVERNMENTS	LESS GRANTS IN-AID	NET TOTAL U.S. PUBLIC SPENDING
1945	92,712	9,200	- 859	101,053
1946	55,232	11,028	- 819	65,441
1947	34,496	14,000	- 1,603	46,893
1948	29,764	17,684	- 1,612	45,836
1949	38,835	20,200	- 1,876	57,159
1950	42,562	22,787	- 2,253	63,096
1951	45,514	24,400	- 2,287	67,627
1952	67,686	26,098	- 2,433	91,351
1953	76,101	27,910	- 2,835	101,176
1954	70,855	30,701	- 3,056	98,500
1955	68,444	33,724	- 3,207	98,961
1956	70,640	36,711	- 3,561	103,790
1957	76,578	40,375	- 3,974	112,979
1958	82,405	44,851	- 4,905	122,351
1959	92,098	48,887	- 6,463	134,522
1960	92,191	51,876	- 7,019	137,048
1961	97,723	56,201	- 7,126	146,798
1962	106,821	60,206	- 7,926	159,101
1963	111,316	63,977	- 8,602	166,691
1964	118,528	69,302	- 10,164	177,666
1965	118,228	74,678	- 10,910	181,996
1966	134,532	82,843	- 12,887	204,488
1967	157,464	93,350	- 15,233	235,581
1968	178,134	102,411	- 18,551	261,994

TABLE 2
(continued)

U.S. PUBLIC SPENDING--FEDERAL, STATE, AND LOCAL

(\$Millions)

Fiscal Year	TOTAL FEDERAL BUDGET	STATE & LOCAL GOVERNMENTS	LESS GRANTS IN-AID	NET TOTAL U.S. PUBLIC SPENDING
1969	183,640	116,728	- 20,164	280,204
1970	195,649	131,332	- 24,065	302,916
1971	210,172	150,674	- 28,099	332,747
1972	230,681	168,550	- 34,375	364,856
1973	245,707	181,357	- 41,847	385,217
1974	269,359	198,959	- 43,357	424,961
1975	332,332	230,721	- 49,791	513,262
1976	371,792	256,731	- 59,094	569,429
1977	409,218	274,215	- 68,415	615,018
1978	458,746	296,983	- 77,889	677,840
1979	503,485	327,517	- 82,858	748,144
1980	590,947	369,086	- 91,451	868,582
1981	678,249	407,449	- 94,762	990,936
1982	745,755	436,733	- 88,195	1,094,293
1983	808,380	466,516	- 92,495	1,182,401
1984	851,846	505,008	- 97,577	1,259,277
1985	946,391	553,899	- 105,897	1,394,393
1986	990,336	605,623	- 112,379	1,483,580
1987	1,003,911	655,623	- 108,446	1,551,088
1988	1,064,140	657,134	- 115,382	1,605,892
1989	1,144,169	704,921	- 121,976	1,727,114
1990	1,251,778	762,360	- 135,377	1,878,761
1991	1,323,011	834,786	- 152,017	2,005,780
1992	1,475,439	880,000	- 182,210	2,173,229
1993	1,515,307	940,000	- 199,116	2,256,191

TABLE 3

DEPARTMENT OF DEFENSE TOA BY SERVICE

(\$Millions)

FY 55 FY 56 FY 57 FY 58 FY 59 FY 60 FY 61 FY 62 FY 63 FY 64 FY 65 FY 66 FY 67

CURRENT DOLLARS

ARMY	10,813	9,901	9,919	9,757	9,555	9,867	10,528	12,467	11,826	12,275	12,219	18,510	22,369
NAVY	9,993	10,615	10,805	11,550	12,148	11,727	12,820	14,592	14,657	14,450	14,856	19,185	21,190
AIR FORCE	12,469	16,997	18,449	19,158	19,599	17,662	20,098	19,730	20,427	19,958	19,428	23,309	24,270
DEFENSE AGENCIES/OSD	13	13	14	36	182	234	250	268	882	1,007	1,060	1,280	1,453
DEFENSE-WIDE	501	539	537	623	710	767	947	1,377	1,629	1,857	1,997	2,246	2,307
TOTAL, CURRENT \$	33,790	38,065	39,724	41,124	42,193	40,257	44,643	48,434	49,420	49,547	49,560	64,531	71,590

CONSTANT FY 93 DOLLARS

ARMY	77,267	67,681	66,459	62,161	58,655	59,183	61,045	71,071	66,929	66,656	64,474	88,231	102,731
NAVY	71,811	73,454	73,256	75,110	76,073	71,538	77,382	85,894	84,453	79,469	78,599	93,595	99,381
AIR FORCE	82,427	104,378	109,272	110,384	109,310	98,813	109,939	108,263	110,099	104,753	99,140	111,990	112,428
DEFENSE AGENCIES/OSD	107	104	99	192	834	1,063	1,127	1,208	4,121	4,653	4,785	5,670	6,270
DEFENSE-WIDE	3,163	3,226	3,135	3,554	3,796	4,140	5,033	7,130	8,394	9,341	9,958	10,777	10,846
TOTAL, CONSTANT \$	234,775	248,844	252,221	251,399	248,668	234,737	254,525	273,568	273,995	264,873	256,955	310,262	331,655

% REAL GROWTH

ARMY	0.4	-12.4	-1.8	-6.5	-5.6	0.9	3.1	16.4	-5.8	-0.4	-3.3	36.8	16.4
NAVY	13.2	2.3	-0.3	2.5	1.3	-6.0	8.2	11.0	-1.7	-5.9	-1.1	19.1	6.2
AIR FORCE	-1.0	26.6	4.7	1.0	-1.0	-9.6	11.3	-1.5	1.7	-4.9	-5.4	13.0	0.4
DEFENSE AGENCIES/OSD	-1.1	-2.4	-5.4	94.2	335.2	27.5	6.1	7.2	240.9	12.9	2.8	18.5	10.6
DEFENSE-WIDE	11.4	2.0	-2.9	13.4	6.8	9.1	21.5	41.7	17.7	11.3	6.6	8.2	0.6
TOTAL	3.6	6.0	1.4	-0.3	-1.1	-5.6	8.4	7.5	0.2	-3.3	-3.0	20.7	6.9

TABLE 3

(continued)

DEPARTMENT OF DEFENSE TOA BY SERVICE

(\$Millions)

	FY 68	FY 69	FY 70	FY 71	FY 72	FY 73	FY 74	FY 75	FY 76	FY 77	FY 78	FY 79	FY 80
CURRENT DOLLARS													
ARMY	24,962	25,769	23,963	22,280	22,094	21,480	21,548	21,844	23,759	26,703	28,950	31,497	34,572
NAVY	20,781	21,552	22,462	21,691	24,041	25,324	26,934	27,982	31,360	36,353	39,504	41,694	46,984
AIR FORCE	24,974	25,857	23,876	23,016	23,798	24,696	24,772	26,024	28,395	31,146	32,877	34,873	41,556
DEFENSE AGENCIES/OSD	1,498	1,570	1,721	1,891	1,745	2,007	2,133	3,102	3,487	3,772	4,152	4,624	5,268
DEFENSE-WIDE	2,749	3,005	3,492	4,168	4,788	5,418	6,308	7,399	8,657	9,595	10,645	12,033	13,603
TOTAL, CURRENT \$	74,965	77,752	75,512	72,846	76,467	78,925	81,693	86,132	95,658	107,567	116,128	124,721	141,983
CONSTANT FY 93 DOLLARS													
ARMY	110,254	109,084	94,790	83,340	75,656	67,595	62,598	58,261	59,932	62,355	62,559	63,190	63,498
NAVY	92,842	91,525	88,907	80,234	81,137	78,814	77,587	73,784	77,143	81,745	82,011	79,774	80,674
AIR FORCE	111,206	109,676	94,948	86,554	82,123	78,183	71,678	68,724	70,213	70,877	69,040	67,103	70,166
DEFENSE AGENCIES/OSD	6,266	6,268	6,383	5,901	5,730	6,229	6,076	8,018	8,379	8,333	8,498	8,738	9,157
DEFENSE-WIDE	12,422	13,045	14,150	15,383	16,629	17,784	18,986	19,535	20,685	21,570	22,266	23,227	23,363
TOTAL, CONSTANT \$	332,989	329,578	299,177	271,411	261,275	248,606	236,924	228,322	236,352	244,880	244,374	242,033	246,657
% REAL GROWTH													
ARMY	7.3	-1.1	-13.1	-12.1	-9.2	-10.7	-7.4	-6.9	2.9	4.0	0.3	1.0	0.5
NAVY	-6.6	-1.4	-2.9	-9.8	1.1	-2.9	-1.6	-4.9	4.6	6.0	0.3	-2.7	1.1
AIR FORCE	-1.1	-1.4	-13.4	-8.9	-5.1	-4.8	-8.3	-4.1	2.2	0.9	-2.6	-2.8	4.6
DEFENSE AGENCIES/OSD	-0.1	0.0	1.8	-7.6	-2.9	8.7	-2.5	32.0	4.5	-0.6	2.0	2.8	4.8
DEFENSE-WIDE	14.6	5.0	8.5	8.7	8.1	7.0	6.8	2.9	5.9	4.3	3.2	4.3	0.6
TOTAL	0.4	-1.0	-9.2	-9.3	-3.7	-4.9	-4.7	-3.6	3.5	3.6	-0.2	-1.0	2.0

TABLE 3

(continued)

DEPARTMENT OF DEFENSE TOA BY SERVICE

(\$Millions)

	FY 81	FY 82	FY 83	FY 84	FY 85	FY 86	FY 87	FY 88	FY 89	FY 90	FY 91	FY 92	FY 93
CURRENT DOLLARS													
ARMY	43,176	52,099	57,359	61,516	72,792	73,793	75,313	76,767	78,950	79,255	92,359	72,110	63,687
NAVY	57,050	68,034	78,951	80,549	92,967	93,168	94,606	102,362	97,847	100,817	100,379	89,290	84,753
AIR FORCE	52,370	65,017	73,440	85,304	96,499	93,938	93,869	90,538	95,286	93,371	90,908	83,746	84,162
DEFENSE AGENCIES/OSD	6,758	7,887	9,295	10,712	12,871	15,555	17,553	17,058	18,216	18,009	21,325	29,424	22,212
DEFENSE-WIDE	16,194	17,630	16,448	17,184	817	1,709	1,165	1,872	1,891	2,363	4,150	11,483	16,632
TOTAL, CURRENT \$	175,548	210,667	235,493	255,265	276,045	278,164	282,506	288,598	292,190	293,815	309,121	286,053	271,347
CONSTANT FY 93 DOLLARS													
ARMY	71,203	79,097	83,172	86,972	96,955	94,574	93,599	91,644	90,587	88,382	98,739	74,941	63,587
NAVY	88,941	99,051	111,070	109,966	121,814	118,939	116,870	121,962	112,235	112,259	106,516	92,602	84,753
AIR FORCE	78,920	92,133	101,351	114,906	125,222	119,037	115,438	107,845	109,263	104,090	95,712	86,806	84,162
DEFENSE AGENCIES/OSD	10,738	11,938	13,445	14,906	17,443	20,313	22,081	20,625	21,044	19,981	22,809	30,418	22,212
DEFENSE-WIDE	25,037	25,553	22,632	22,871	1,071	2,174	1,432	2,219	2,157	2,604	4,425	11,861	16,632
TOTAL, CONSTANT \$	275,839	307,772	331,670	348,622	361,505	355,037	349,421	344,296	335,276	327,316	328,202	296,628	271,347
% REAL GROWTH													
ARMY	12.1	11.1	5.2	3.4	11.6	-1.4	-1.0	-2.1	-1.2	-2.4	11.7	-24.1	-15.2
NAVY	10.2	11.4	12.1	-1.0	10.8	-2.4	-1.7	4.4	-8.0	0.0	-5.1	-13.1	-8.6
AIR FORCE	13.9	15.3	10.0	13.4	9.0	-4.9	-3.0	-6.6	1.3	-4.7	-8.1	-9.3	-3.1
DEFENSE AGENCIES/OSD	17.3	11.2	12.6	10.9	17.0	16.5	8.7	-6.6	2.0	-5.1	14.2	33.4	-27.0
DEFENSE-WIDE	7.2	2.1	-11.4	1.1	-85.3	103.0	-34.1	55.0	-2.8	20.7	69.9	168.0	40.2
TOTAL	11.7	11.6	7.8	5.1	3.7	-1.8	-1.6	-1.5	-2.6	-2.4	0.3	-9.6	-8.5

TABLE 4

DEPARTMENT OF DEFENSE
ACTIVE DUTY MILITARY PERSONNEL--1939 THROUGH 1990a/

YEAR	TOTAL	ARMY <u>b/</u>	NAVY	MARINE CORPS	AIR FORCE <u>b/ c/</u>
1939	334,473	189,839	125,202	19,432	
1940	458,365	269,023	160,997	28,345	
1941	1,801,101	1,462,315	284,427	54,359	
1942	3,858,791	3,075,608	640,570	142,613	
1943	9,044,745	6,994,472	1,741,750	308,523	
1944	11,451,719	7,994,750	2,981,365	475,604	
1945	12,055,884	8,266,373	3,319,586	469,925	
1946	3,024,893	1,435,496	978,203	155,679	455,515
1947	1,582,111	685,458	497,773	93,053	305,827
1948	1,444,283	554,030	417,535	84,988	387,730
1949	1,613,686	660,473	447,901	85,965	419,347
1950	1,459,462	593,167	380,739	74,279	411,277
1951	3,249,371	1,531,774	736,596	192,620	788,381
1952	3,635,912	1,596,419	824,265	231,967	983,261
1953	3,555,067	1,533,815	794,440	249,219	977,593
1954	3,302,104	1,404,598	725,720	223,868	947,918
1955	2,935,107	1,109,296	660,695	205,170	959,946
1956	2,806,441	1,025,778	669,925	200,780	909,958
1957	2,794,761	997,994	676,071	200,861	919,835
1958	2,599,518	898,925	639,942	189,495	871,156
1959	2,503,631	861,964	625,661	175,571	840,435
1960	2,475,438	873,078	616,987	170,621	814,752
1961	2,482,905	858,622	626,223	176,909	821,151
1962	2,805,603	1,066,404	664,212	190,962	884,025
1963	2,698,927	975,916	663,897	189,683	869,431

Prepared By: Washington Headquarters Services
Directorate for Information
Operations and Reports

TABLE 4
(continued)

DEPARTMENT OF DEFENSE
ACTIVE DUTY MILITARY PERSONNEL--1939 THROUGH 1990^{a/}

YEAR	TOTAL	ARMY ^{b/}	NAVY	MARINE CORPS	AIR FORCE ^{b/ c/}
1964	2,685,782	973,238	665,969	189,777	856,798
1965	2,653,926	969,066	669,985	190,213	824,662
1966	3,092,175	1,199,784	743,322	261,716	887,353
1967	3,375,485	1,442,498	750,224	285,269	897,494
1968	3,546,071	1,570,343	763,626	307,252	904,850
1969	3,458,072	1,512,169	773,779	309,771	862,353
1970	3,064,760	1,322,548	691,126	259,737	791,349
1971	2,713,044	1,123,810	621,565	212,369	755,300
1972	2,321,959	810,960	586,923	198,238	725,838
1973	2,251,936	800,973	563,683	196,098	691,182
1974	2,162,005	783,330	545,903	188,802	643,970
1975	2,128,120	784,333	535,085	195,951	612,751
1976	2,081,910	779,417	524,678	192,399	585,416
1977	2,074,543	782,246	529,895	191,707	570,695
1978	2,061,708	771,624	529,557	190,815	569,712
1979	2,026,892	758,852	523,335	185,250	559,455
1980	2,050,627	777,036	527,153	188,469	557,989
1981	2,082,560	781,419	540,219	190,620	570,302
1982	2,108,612	780,391	552,996	192,380	582,845
1983	2,123,349	779,643	557,573	194,089	592,044
1984	2,138,157	780,180	564,638	196,214	597,125
1985	2,151,032	780,787	570,705	198,025	601,515
1986	2,169,112	780,980	581,119	198,814	608,199
1987	2,174,217	780,815	586,842	199,525	607,035
1988	2,138,213	771,847	592,570	197,350	576,446
1989	2,130,229	769,741	592,652	196,956	570,880
1990	2,043,705	732,403	579,417	196,652	535,233

^{a/} Military personnel on extended or continuous active duty.
Excludes reserves on active duty for training.
Prior year totals have been corrected.

^{b/} Represents "command strength" prior to June 30, 1956.

^{c/} Army Air Forces and its predecessors for period prior to September 18, 1947.

TABLE 5

DEPARTMENT OF DEFENSE CIVILIAN PERSONNEL

BY MILITARY DEPARTMENTS AND OTHER DOD ORGANIZATIONS
1971 THROUGH 1990

DATE	TOTAL DOD			ARMY			
	TOT CIVIL	DIR HIRE	INDIR HIRE	TOT CIVIL	MIL FUNC	CIV FUNC	INDIR HIRE
1971	1,223,456	1,127,237	96,219	486,359	388,023	33,024	65,312
1972	1,192,596	1,082,657	109,939	479,529	367,335	33,167	79,027
1973	1,132,914	1,030,965	101,949	438,459	333,235	32,928	72,296
1974	1,164,554	1,070,074	94,480	448,847	348,089	34,299	66,459
1975	1,130,706	1,041,829	88,877	442,014	343,150	35,787	63,077
1976	1,082,531	997,473	85,058	419,806	326,564	33,652	59,590
1977	1,065,289	981,894	83,395	407,224	316,664	34,032	56,528
1978	1,061,361	980,313	81,048	408,494	318,643	34,560	55,291
1979	1,035,603	960,286	75,317	396,340	312,337	34,357	49,646
1980	1,034,686	960,116	74,570	397,247	315,012	33,522	48,713
1981	1,063,707	984,183	79,524	408,193	321,599	32,761	53,833
1982	1,072,426	989,633	82,793	413,874	324,363	32,252	57,259
1983	1,110,641	1,026,461	84,180	427,853	335,722	33,507	58,624
1984	1,128,844	1,043,747	85,097	436,851	347,219	29,742	59,890
1985	1,171,054	1,084,549	86,505	455,493	363,280	31,320	60,893
1986	1,153,009	1,067,974	85,035	449,391	357,788	32,172	59,431
1987	1,174,826	1,090,018	84,808	453,982	362,441	31,362	60,179
1988	1,129,792	1,049,619	80,173	428,936	340,379	32,240	56,317
1989	1,155,254	1,075,437	79,817	437,851	350,818	31,196	55,837
1990	1,110,182	1,034,152	76,030	415,064	332,508	29,186	53,370

TABLE 5

(continued)

DEPARTMENT OF DEFENSE CIVILIAN PERSONNEL

BY MILITARY DEPARTMENTS AND OTHER DOD ORGANIZATIONS
1971 THROUGH 1990

DATE	NAVY			AIR FORCE			OTHER DOD ORGANIZATIONS		
	TOT CIVIL	DIR HIRE	INDIR HIRE	TOT CIVIL	DIR HIRE	INDIR HIRE	TOT	DIR HIRE	INDIR HIRE
1971	361,506	350,198	11,308	312,575	293,141	19,434	63,016	62,851	165
1972	352,704	341,543	11,161	299,552	279,897	19,655	60,811	60,715	96
1973	333,983	321,765	12,218	287,540	270,488	17,052	72,932	72,549	383
1974	340,969	329,378	11,591	296,628	280,812	15,816	78,110	77,496	614
1975	330,640	319,719	10,921	282,726	268,466	14,260	75,326	74,707	619
1976	321,827	311,314	10,513	261,784	248,225	13,559	79,114	77,718	1,396
1977	321,063	310,119	10,944	258,312	243,810	14,502	78,690	77,269	1,421
1978	320,256	309,880	10,376	254,249	240,182	14,067	78,362	77,048	1,314
1979	314,199	303,472	10,727	247,493	234,249	13,244	77,571	75,871	1,700
1980	313,229	302,498	10,731	246,536	233,132	13,404	77,674	75,952	1,722
1981	326,025	315,290	10,735	248,246	235,014	13,232	81,243	79,519	1,724
1982	324,913	314,244	10,669	250,048	236,996	13,052	83,591	81,778	1,813
1983	344,401	333,756	10,645	253,940	240,977	12,963	84,447	82,499	1,948
1984	347,586	337,213	10,383	255,603	242,622	12,981	88,794	86,951	1,843
1985	358,171	347,731	10,440	266,801	253,333	13,468	90,589	88,885	1,704
1986	346,015	335,651	10,364	265,771	252,127	13,644	91,832	90,236	1,596
1987	358,405	347,915	10,490	267,005	254,446	12,559	95,434	93,854	1,580
1988	351,856	341,655	10,201	255,151	243,110	12,041	93,849	92,235	1,614
1989	357,962	347,456	10,506	262,749	250,840	11,909	96,692	95,127	1,565
1990	344,390	334,271	10,119	250,851	239,820	11,031	99,877	98,367	1,510

NOTE: Direct hire civilians are total employment (including noncelling) as reported officially to OPH on SF 113-A. Indirect hire civilians are foreign nationals rendering personal services to the Military Departments under contracts or agreements with foreign governments.

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