



OFFICE OF THE SECRETARY OF DEFENSE
1950 DEFENSE PENTAGON
WASHINGTON, DC 20301-1950

MAY 24 2011

ADMINISTRATION AND
MANAGEMENT

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION
DIRECTOR, OPERATIONAL TEST AND EVALUATION
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Listing of Addressees and Addressing DoD Memorandums

The addressee section of this memorandum incorporates organizational changes resulting from the Ike Skelton National Defense Authorization Act for Fiscal Year 2011, Public Law No. 111-383, and shows the correct format for organizational titles and the complete order of listing for multiple-addressee memorandums. Normally, a complete listing will not be necessary, but the titles should be used in the order shown for any memorandum directed to two or more addressees.

For multiple-addressee and distribution purposes, the following officials are included within the title indicated above:

(1) Under Secretaries of Defense include: Under Secretary of Defense for Acquisition, Technology and Logistics; Under Secretary of Defense for Policy; Under Secretary of Defense (Comptroller)/Chief Financial Officer, DoD; Under Secretary of Defense for Personnel and Readiness; and Under Secretary of Defense for Intelligence.

(2) Assistant Secretaries of Defense include the Assistant Secretaries of Defense for: Acquisition; Asian and Pacific Security Affairs; Global Strategic Affairs; Health Affairs; Homeland Defense and Americas' Security Affairs; International Security Affairs; Legislative Affairs; Logistics and Materiel Readiness; Networks and Information Integration/DoD Chief Information Officer; Nuclear, Chemical, and Biological Defense Programs; Operational Energy Plans and Programs; Public Affairs; Research and Engineering; Reserve Affairs; Readiness and Force Management; and Special Operations and Low-Intensity Conflict and Interdependent Capabilities.

OSD 06376-11



(3) Assistants to the Secretary of Defense include: Special Assistants to the Secretary and Deputy Secretary of Defense; the Executive Secretary of the Department of Defense; the Assistant to the Secretary of Defense (Intelligence Oversight); the Defense Advisor, U.S. Mission to NATO; Director, Joint Improvised Explosive Device Defeat Organization; and other assistants as may be designated from time to time by the Secretary or Deputy Secretary of Defense.

(4) Directors of the Defense Agencies include the Directors of the: Defense Advanced Research Projects Agency; Defense Business Transformation Agency; Defense Commissary Agency; Defense Contract Audit Agency; Defense Contract Management Agency; Defense Finance and Accounting Service; Defense Information Systems Agency; Defense Intelligence Agency; Defense Legal Services Agency; Defense Logistics Agency; Defense Security Cooperation Agency; Defense Security Service; Defense Threat Reduction Agency; Missile Defense Agency; National Geospatial-Intelligence Agency; National Reconnaissance Office; National Security Agency/Central Security Service; and Pentagon Force Protection Agency.

(5) Directors of the DoD Field Activities include the Directors of the: Defense Media Activity; Defense Prisoner of War/Missing Personnel Office; Defense Technical Information Center; Defense Technology Security Administration; DoD Education Activity; DoD Human Resources Activity; DoD Test Resource Management Center; TRICARE Management Activity; Office of Economic Adjustment; and Washington Headquarters Services.

When addressing memorandums to only two of the Secretaries of the Military Departments, list the individual Secretaries in the following order: (1) Secretary of the Army; (2) Secretary of the Navy; and (3) Secretary of the Air Force.

When addressing memorandums to two or more but not all Under Secretaries of Defense, list the individual Under Secretaries in the following order: (1) Under Secretary of Defense for Acquisition, Technology and Logistics; (2) Under Secretary of Defense for Policy; (3) Under Secretary of Defense (Comptroller)/Chief Financial Officer, DoD; (4) Under Secretary of Defense for Personnel and Readiness; and (5) Under Secretary of Defense for Intelligence.

When addressing memorandums to two or more but not all in the following categories, they should be listed separately, by title, in alphabetical order: Assistant Secretaries of Defense, Directors of the Defense Agencies, and Directors of the DoD Field Activities.

When appropriate, the Commanders of the Combatant Commands will be listed after the Deputy Chief Management Officer and before the Director, Cost Assessment and Program Evaluation.

This supersedes the Director of Administration and Management memorandum, subject as above, dated March 22, 2010.



Michael L. Rhodes
Director