MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DEPUTY CHIEF MANAGEMENT OFFICER  
CHIEF, NATIONAL GUARD BUREAU  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR OF COST ASSESSMENT AND PROGRAM EVALUATION  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR OF OPERATIONAL TEST AND EVALUATION  
CHIEF INFORMATION OFFICER OF THE DEPARTMENT OF DEFENSE  
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE AFFAIRS  
ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS  
DIRECTOR OF NET ASSESSMENT  
DIRECTOR, STRATEGIC CAPABILITIES OFFICE  
DIRECTORS OF DEFENSE AGENCIES  
DIRECTORS OF DOD FIELD ACTIVITIES  

SUBJECT: Department Leadership Upon the Presidential Inauguration on January 20, 2017

This memorandum and the attached list detail for Department of Defense personnel and organizations the names of individuals designated to serve as either “Acting” or “Performing the Duties of” for each of the Presidentially Appointed, Senate-confirmed (PAS) positions in the Office of the Secretary of Defense (OSD) and the Military Departments. These designations are effective at noon January 20, 2017, in conjunction with the inauguration of the 45th President, and are as provided for in the Federal Vacancies Reform Act of 1998, as amended (5 U.S.C. §§ 3345-3349d), and applicable Executive Orders on succession to the positions of Secretary of Defense and Secretaries of the Military Departments.

Persons on the attached list serving in an “Acting” capacity may perform all of the duties of the PAS position concerned.

Persons on the attached list serving in a “Performing the Duties of” status may perform all of the duties of the PAS position concerned, except those duties, if any, that qualify as “statutory” for purposes of the Federal Vacancies Reform Act of 1998, as amended. A “statutory” duty, also known as an “exclusive” duty, is one that by law or regulation may only be performed by the PAS Officer concerned or someone who is serving in an “Acting” capacity for the PAS Officer concerned. Such matters may be acted upon only by the Secretary of Defense or Acting Secretary of Defense. If there are questions about whether a duty is “statutory,” the
Office of the General Counsel of the Department of Defense, or in the case of a Military Department its Office of General Counsel, must be consulted. In addition, persons on the attached list who are “Performing the Duties of” a PAS position, who are not themselves appointed as PAS Offices, to the extent that any duty is required by statute, regulation, or other applicable guidance to be performed by a PAS Officer, shall refer matters relating to such duty to an appropriate PAS Officer in the organization — for example, for OSD the Secretary of Defense, Acting Secretary of Defense, or Deputy Secretary of Defense, and for the Military Departments the Acting Secretary of the Military Department concerned.

The succession orders for the positions of the Secretary of Defense and the Secretaries of the Military Departments are addressed in Executive Orders. For the other listed PAS positions, this memorandum and attached list is intended to supersede succession order memoranda that are in effect before this memorandum, but only to the extent that those existing memoranda are inconsistent with this memorandum. Following the Presidential Inauguration, the relevant PAS Officer, Acting PAS Officer, or person Performing the Duties of a PAS Office may change the succession order of a specific PAS position.

Questions concerning these designations should be referred to Mr. Michael Rhodes, (703) 692-7138.

Attachment:
As stated

cc:
DCMO, Director of Administration
DoD GC
DASD (Defense Continuity & Mission Assurance)
Pending confirmation and appointment of next Secretary

Honorable Robert Work

Mr. James MacStravic
None
Mr. Dyke Weatherington
Dr. Arthur (Tom) Hopkins
Ms. Mary Miller
Ms. Kristin French
Mr. Peter Potochney

Ms. Theresa Whelan
None
Mr. Dave Helvey
Mr. Todd Harvey
Mr. Ken Handelman
Mr. Pete Verga
Ms. Caryn Hollis

Mr. John Roth
None
Mr. Anthony Kurta
None
Ms. Stephanie Barna
Dr. Elizabeth Van Winkle
Dr. David Smith

Dr. Todd Lowery
None
Mr. Dave Tillotson
Mr. Paul Koffsky
Performing the Duties of (PTDO) Director of **Cost Analysis and Program Evaluation**

Acting **Inspector General** of the Department of Defense

Acting Director of **Operational Test and Evaluation**

PTDO Assistant Secretary of Defense (**Legislative Affairs**)  

**Non-PAS OSD Principals**  
**Chief Information Officer** of the Department of Defense  
Acting Assistant to the Secretary of Defense (**Public Affairs**)  
**Director of Net Assessment**  
**Director of Special Capabilities Office**

**Military Departments**

Acting Secretary of the **Army**  
PTDO Under Secretary of the Army  
Acting Assistant Secretary of the Army (Acquisition, Logistics and Technology)  
PTDO Assistant Secretary of the Army (Civil Works)  
PTDO Assistant Secretary of the Army (Financial Management and Comptroller)  
Acting Assistant Secretary of the Army (Installations, Energy and Environment)  
PTDO Assistant Secretary of the Army (Manpower and Reserve Affairs)  
PTDO General Counsel of the Army

Acting Secretary of the **Navy**  
PTDO Under Secretary of the Navy  
Acting Assistant Secretary of the Navy (Energy, Installations and Environment)  
Acting Assistant Secretary of the Navy (Financial Management and Comptroller)  
Acting Assistant Secretary of the Navy (Manpower and Reserve Affairs)  
PTDO Assistant Secretary of the Navy (Research, Development and Acquisition)  
Acting General Counsel of the Navy

Acting Secretary of the **Air Force**  
PTDO Under Secretary of the Air Force  
Acting Assistant Secretary of the Air Force (Acquisition, Logistics, and Technology)  
Acting Assistant Secretary of the Air Force (Financial Management)  
Acting Assistant Secretary of the Army (Installations, Environment and Energy)  
Acting Assistant Secretary of the Air Force (Manpower and Reserve Affairs)  
Acting General Counsel of the Air Force

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Mr. Scott Comes  
Mr. Glenn Fine  
Mr. David Duma  
Ms. LeeAnn Borman  
Mr. Terry Halvorsen  
CAPT Jeff Davis  
Mr. James Baker  
Mr. Will Roper  
Honorable Robert Speer  
Mr. Karl Schneider  
Ms. Steffanie Easter  
Mr. Douglas Lemont  
Ms. Caral Spangler  
Mr. J. Randall Robinson  
Ms. Diane Randon  
Mr. Levator Norsworthy, Jr.  
Honorable Sean Stackley  
Mr. Tom Hicks  
Mr Steve Iselin  
Mr. Joe Marshall  
Mr. Scott Lutterloh  
Ms. Allison Stilller  
Ms. Anne Brennan  
Honorable Lisa Disbrow  
Ms. Patricia Zarodkiewicz  
Ms. Darlene Costello  
Mr. Douglas Bennett  
Mr. Richard Hartley  
Mr. Daniel Sitterly  
Mr. Joseph McDade