

# **Agency Staff Tracker: Department of Defense**

Regulatory powers, organizational  
structure & key decision-makers

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## Department of Defense

### Overview

The Department of Defense (DOD) is the principal defense policy advisor to the president. It is the oldest and largest government agency, responsible for managing an inventory of installations and facilities in order to ensure they are in the right place at the right time with the capacity needed to protect the United States' national interests.

### Mission

To provide military forces needed to deter war and protect the security of the United States.

### History

The origins of the DOD stretch back to the founding of the Army, Navy and Marine Corps in 1775. The first Congress created the War Department, which oversaw the Army and Navy, in 1789. In 1947 the National Military Establishment was created to replace the War Department, unifying the Army, Navy, Marine Corps and Coast Guard under one department. That year the Air Force was created and the three military branches, Army, Navy and Air Force, were placed under the control of the secretary of defense. In 1949, an amendment of the National Security Act renamed the National Military Establishment as the Department of Defense and further consolidated the national defense structure.

## Department of Defense

### Regulatory powers

The Department of Defense is not a regulatory agency; however, its policy advising powers are derived from a series of laws originating after World War II.

Some of the main laws that grant this authority to the Department of Defense are:

- The National Security Act of 1947, Title II
- The United States Code, 1956, Title X
- The National Security Bill, 1949
- Goldwater–Nichols Department of Defense Reorganization Act, 1986
- National Security Strategy of the United States of America, 2002
- Defense Production Act, 2009

## Department of Defense

## Main issues for the Trump administration

**ISIS, Syria & Iraq**

Trump delegated more authority to the Pentagon to carry out air strikes and announced that the US will no longer release troop numbers, locations, or movements in the region. Recently, the US military has had four incidents of attacking pro-Syrian forces, the most recent being the downing of a Syrian fighter jet. Trump has shown willingness to work with Russia to end fighting, but uncertainty remains about Iranian influences post-conflict.

**North Korea**

U.S. intelligence agencies predicted that North Korea could develop nuclear-armed ICBMs capable of reaching most of the contiguous US within three to five years. Recent successful missile tests have reduced that estimate to one year. Experts in the field suggests that both strong sanctions and diplomacy could help to de-escalate the situation. The US is working with allies in the region to put pressure on the DPRK to halt their nuclear program. The Pentagon will closely monitor the situation to determine future actions.



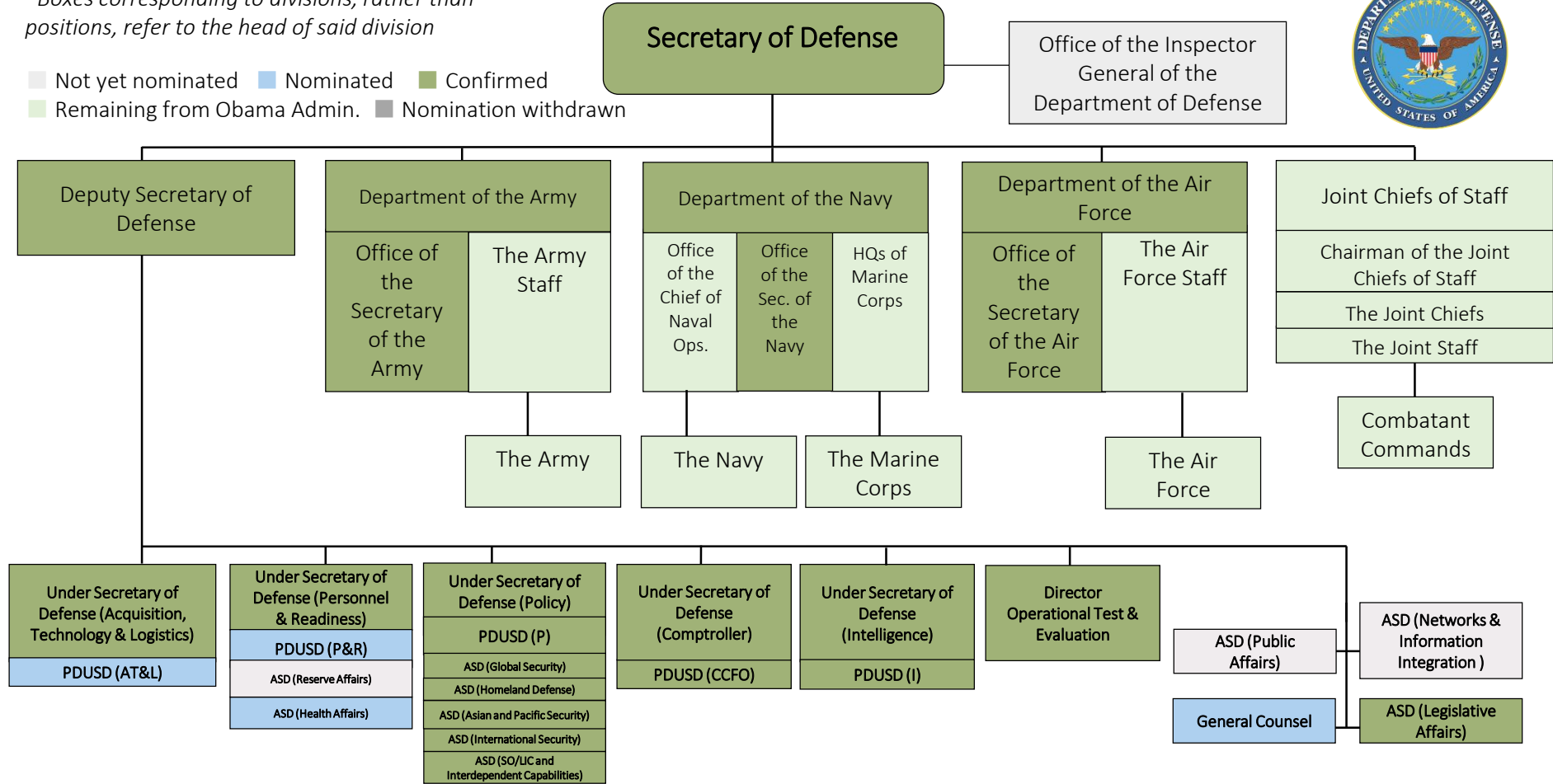
Sources: David E. Sanger, "Intelligence Agencies Say North Korean Missile Could Reach U.S. in a Year" July 25, 2017; Senate Foreign Relations Hearing, "Assessing the Maximum Pressure and Engagement Policy Towards North Korea" July 25, 2017; Courtney Kube, "US May Begin Airstrikes Against ISIS in Philippines" August 7, 2017; National Journal Research 2017.

Department of Defense

Organizational chart

\*Boxes corresponding to divisions, rather than positions, refer to the head of said division

Not yet nominated   Nominated   Confirmed  
Remaining from Obama Admin.   Nomination withdrawn



Sources: Department of Defense, 2017.

## Department of Defense

## Nomination tracker

Position	Obama Administration	Trump Administration	Status
Secretary of Defense	Ash Carter (Confirmed 2/17/15)	James Mattis	Nominated (12/1/16) Confirmed (1/20/17)
Deputy Secretary of Defense	Robert Work (Confirmed 4/30/14)	Patrick Shanahan	Nominated (3/16/17) Confirmed (7/18/2017)
General Counsel	Jennifer O'Connor (Confirmed 6/13/16)	Paul C. Ney Jr.	Nominated (1/10/18)
Inspector General	Glenn A. Fine (acting) (Commenced 1/10/16)	—	—
Under Secretary for Acquisition, Technology and Logistics (AT&L)*	Frank Kendall (Confirmed 5/24/12)	Ellen M. Lord	Nominated (6/29/17) Confirmed (8/1/17)
Under Secretary Comptroller/Chief Financial Officer (USDC/CFO)	Michael John McCord (Confirmed 6/12/14)	David Norquist	Nominated (3/16/17) Confirmed (5/25/17)
Under Secretary for Intelligence	Marcel John Lettre II (Confirmed 12/16/15)	Joseph Kernan	Nominated (7/19/17) Confirmed (11/16/17)
Under Secretary for Personnel and Readiness	Peter Levine (Commenced 4/8/16)	Robert L. Wilkie	Nominated (7/25/16) Confirmed (11/16/17)
Under Secretary for Policy	Elizabeth Wormuth (Confirmed 6/19/14)	John C. Rood	Nominated (10/16/17) Confirmed (1/3/18)

\*The 2017 National Defense Authorization Act instructed the Pentagon to break down the AT&L Under Secretary position into an Under Secretary for acquisition and sustainment and an Under Secretary for research and engineering by February 1, 2018. The DOD plans to go ahead with this realignment of the AT&L position as well as create a chief management officer.

Sources: Department of Defense, 2017; Nominations, Library of Congress, 2017; Obama White House Archives, 2017; Trump White House Statements and Releases, 2017.

Department of Defense

Nomination tracker

Position	Obama Administration	Trump Administration	Status
Deputy Chief Management Officer	Peter Levine Confirmed (5/23/15)	John H. Gibson II	Nominated (6/16/17) Confirmed (11/07/17)
Principal Deputy Under Secretary of Policy	Brian P. McKeon Confirmed (7/28/14)	David Joel Trachtenberg	Nominated (3/16/17) Confirmed (10/17/17)
Principal Deputy Under Secretary of Intelligence	—	Kari A. Bingen	Nominated (4/25/17) Confirmed (5/25/17)
Principal Deputy Under Secretary of Personnel and Readiness	Laura Junor Confirmed (7/31/14)	Anthony Kurta	Nominated (7/25/17)
Principal Deputy Under Secretary of Acquisition, Technology and Logistics	Alan Estevez Confirmed (10/30/11)	Michael Griffin	Nominated (10/27/17)
Principal Deputy Under Secretary Comptroller	John Conger Confirmed (12/14/15)	Elaine McCusker	Nominated (3/16/17) Confirmed (8/1/17)
Assistant Secretary for Acquisition (ASD(A))	Katharina G. McFarland Confirmed (5/24/12)	Kevin Fahey	Nominated (1/8/18)
Assistant Secretary for Asian & Pacific Security Affairs (APSA)	David B. Shear Confirmed (7/17/14)	Randall Schriver	Nominated (10/27/17) Confirmed (12/20/17)
Assistant Secretary for Global Strategic Affairs (GSA)	Robert M. Scher Confirmed (12/16/14)	—	—

Sources: Department of Defense, 2017; Nominations, Library of Congress, 2017; Obama White House Archives, 2017; Trump White House Statements and Releases, 2017.

Department of Defense

Nomination tracker

Position	Obama Administration	Trump Administration	Status
Assistant Secretary for Legislative Affairs (LA)	Stephen C. Hedger (Confirmed 10/8/15)	Robert Hood	Nominated (5/23/17) Confirmed (8/1/17)
Assistant Secretary for Logistics and Materiel Readiness (L&MR)	David J. Berteau (Confirmed 12/16/14)	Robert H . McMahon	Nominated (9/28/17) Confirmed (11/16/17)
Assistant Secretary for Chief Information Officer (DoD CIO)	—	—	—
Assistant Secretary for Nuclear & Chemical & Biological Defense Programs (NCB)	Andrew C. Weber Confirmed (5/18/09)	Guy Roberts	Nominated (7/19/17) Confirmed (11/16/17)
Assistant to the Secretary for Public Affairs (ATSD(PA))	—	—	—
Assistant Secretary for Manpower and Reserve Affairs (M&RA)	Todd Alan Weiler (Confirmed 3/17/16)	James N. Stewart	Nominated (1/18/18)
Assistant Secretary for Readiness (ASD(R))	Frederick Vollrath (Confirmed 4/18/13) Daniel P. Feehan (Nominated 5/25/16)	—	—

Sources: Department of Defense, 2017; Nominations, Library of Congress, 2017; Obama White House Archives, 2017; Trump White House Statements and Releases, 2017.

## Department of Defense

### Nomination tracker

Position	Obama Administration	Trump Administration	Status
Assistant Secretary for Special Operations and Low Intensity Conflict (SO/LIC)	Michael Lumpkin Confirmed (11/14/13)	Owen West	Nominated (6/5/17) Confirmed (12/18/17)
Assistant Secretary for Strategy, Plans and Capabilities	Robert M. Scher Confirmed (12/16/14)	—	—
Assistant Secretary for Health Affairs (HA)	Jonathan Woodson Confirmed (12/22/10)	David J. Smith (Acting) Dean L. Winslow	Nominated (9/5/17)
Assistant Secretary for Homeland Defense and Global Security	Thomas Atkin Nominated (5/25/17)	Kenneth P. Rapuano	Nominated (3/16/17) Confirmed (6/12/17)
Assistant Secretary for International Security Affairs (ISA)	Elissa Slotkin Nominated (11/13/14, 07/30/15)	Robert S. Karem	Nominated (4/25/17) Confirmed (5/25/17)
Assistant Secretary for Research & Engineering ASD(R&E)	Stephen P. Welby Confirmed (12/14/15)	—	—
Assistant Secretary for Energy, Installations and Environment (EI&E)	Sharon E. Burke Confirmed (06/22/10)	Lucian Niemeyer	Nominated (6/9/17) Confirmed (8/1/17)
Director of OSD Cost Assessment and Program Evaluation (CAPE)	Jamie M. Morin Confirmed (6/25/14)	Robert Daigle	Nominated (3/16/17) Confirmed (8/1/17)

Sources: Department of Defense, 2017; Nominations, Library of Congress, 2017; Obama White House Archives, 2017; Trump White House Statements and Releases, 2017.

Department of Defense

Nomination tracker

Position	Obama Administration	Trump Administration	Status
Director of Operational Test and Evaluation (DOT&E)	J. Michael Gilmore Confirmed (09/21/09)	Robert Behler	Nominated (9/5/17) Confirmed (11/16/17)
Director of Administration and Management (DA&M)	—	—	—
Secretary of the Air Force	Deborah James (Confirmed 12/13/13)	Heather Wilson	Nominated (1/23/17) Confirmed (5/8/17)
Under Secretary of the Air Force	Lisa Stephens Disbrow (Confirmed 1/20/16)	Matthew P. Donovan	Nominated (6/29/17) Confirmed (8/1/17)
General Counsel of the Air Force	Gordon Owen Tanner (Confirmed 9/16/14)	David G. Ehrnhart	Nominated (6/9/17) Withdrawn (9/28/17)
Secretary of the Army	Eric Kenneth Fanning (Confirmed 5/17/16)	Mark T. Esper	Nominated (7/25/17) Confirmed (11/15/17)
Under Secretary of the Army	Patrick Joseph Murphy (Confirmed 12/18/15)	Ryan McCarthy	Nominated (6/7/17) Confirmed (8/1/17)
General Counsel of the Army	Alissa Starzak (Confirmed 12/14/15)	James E. McPherson	Nominated (10/13/17)

Sources: Department of Defense, 2017; Nominations, Library of Congress, 2017; Obama White House Archives, 2017; Trump White House Statements and Releases, 2017.

Department of Defense

Nomination tracker

Position	Obama Administration	Trump Administration	Status
Secretary of the Navy	Ray Mabus (Confirmed 5/18/09)	Richard Spencer	Nominated (6/2/17) Confirmed (8/1/17)
Under Secretary of the Navy	Janine Anne Davidson (Confirmed 3/17/16)	Thomas B. Modly	Nominated (9/5/17) Confirmed (11/16/17)
General Counsel of the Navy	Paul Luis Oostburg Sanz (Confirmed 3/4/10)	Charles D. Stimson	Nominated (06/06/17) Hearing (10/13/17)
Chairman of the Joint Chiefs of Staff	Joseph Dunford (USMC) (Confirmed 10/1/15)	Joseph Dunford (USMC)	—
Vice Chairman of the Joint Chiefs of Staff	Paul J. Selva (USAF) (Confirmed 4/31/15)	Paul J. Selva (USAF)	—
Chief of Staff (Army)	Mark A. Milley (Confirmed 8/14/15)	Mark A. Milley	—
Chief of Naval Operations	John M. Richardson (Confirmed 9/18/15)	John M. Richardson	—
Chief of Staff (Air Force)	David L. Goldfein (Confirmed 6/29/16)	David L. Goldfein	—
Commandant of the Marine Corps	Robert B. Neller (Confirmed 9/24/15)	Robert B. Neller	—

Sources: Department of Defense, 2017; Nominations, Library of Congress, 2017; Obama White House Archives, 2017; Trump White House Statements and Releases, 2017.

Department of Defense

Secretary of Defense



**James Mattis**  
*Position: Secretary of Defense*

**Biography**

At 18, Mattis enlisted in the U.S. Marine Corps Reserve. After graduating college and ROTC, he was commissioned as a second lieutenant. Mattis led his first infantry battalion in Iraq during the Persian Gulf War in 1991. After 9/11, he led an expeditionary brigade in Afghanistan. As major general, Mattis led the 1<sup>st</sup> Marine Division during the first stages of the Iraq war. In 2007, he was promoted to general and led the Joint Forces Command, a training and planning unit that oversees the integration of military services branches into one force. Mattis retired from the Marine Corps in 2013 and served as the Davies Family Distinguished Visiting Fellow at the Hoover Institution at Stanford University. Mattis is known for his bluntness, earning the name “Mad Dog Mattis.” He supports the Iran nuclear deal, although he is skeptical of its effectiveness. He also opposes the use of torture and supports a two-state solution in Israel and Palestine.

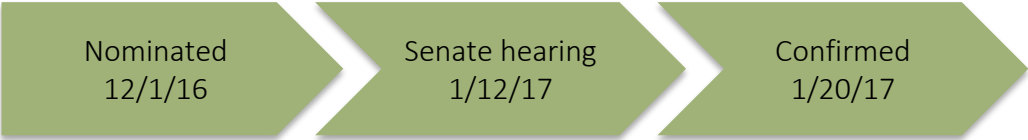
**Date of birth**

September 8, 1950  
(Age: 66)

**Education**

Central Washington University, B.A., 1971;  
National War College, M.A., 1994

**Confirmation status**



Sources: Department of Defense, 2017.

Department of Defense

Deputy Secretary of Defense



Patrick M. Shanahan

*Position: Deputy Secretary of Defense*

Biography

Patrick Shanahan has served as vice president and general manager of Boeing Missile Defense Systems and vice president and general manager for Rotorcraft Systems in Philadelphia. He then became senior vice president of airplane programs at Boeing Commercial Airplanes and ended up as Boeing’s senior vice president for supply chain operations. In his confirmation hearing, Shanahan faced criticism from Senator John McCain (R-AZ) over his ties to the industry. McCain expressed concern that Shanahan is coming from “one of the five major corporations that has corralled 90 percent of our defense budgets.”

Education

University of Washington, B.S.,  
Massachusetts Institute of Technology, MBA, B.S.

Occupation

Boeing Senior Vice President of supply chain operations

Confirmation status



Sources “President Announces Picks for Senior Pentagon Posts,” US Department of Defense, March 16, 2017; Caroline Houck, “Business Experience Bites Trump’s Pentagon Nominee,” Defense One, June 20, 2017.

Department of Defense

Secretary of the Air Force



Heather Wilson

*Position: Secretary of the Air Force*

Biography

Dr. Heather Wilson graduated from the US Air Force Academy in 1982 in the third class to include women. She received a master’s and doctorate degrees as a Rhodes Scholar at Oxford University. She served on the National Security Council staff as director for defense policy and arms control under President George H.W. Bush until 1991 when she moved to the private sector, founding Keystone International, Inc. From 1998 – 2009 Dr. Wilson served as a member of Congress on the House Armed Services Committee, the House Permanent Select Committee on Intelligence, and the House Energy and Commerce Committee. After serving in Congress, Dr. Wilson moved back to the private sector, becoming the president of the South Dakota School of Mines and Technology. In her Senate confirmation hearing, Dr. Wilson faced the toughest questioning from Sen. Blumenthal (D-CT), who pushed her regarding the lack of transparency in her consulting work.

Education

United States Air Force Academy, B.S., Oxford University, M.S., DPhil

Occupation

President, South Dakota School of Mines and Technology

Confirmation status



Sources: National Journal Research 2017; U.S. Department of Defense Biographies, “Dr. Heather Wilson Secretary of the Air Force” 2017.

Department of Defense

Secretary of the Army



Mark Esper

*Position: Secretary of the Army*

Biography

After graduating from the U.S. Military Academy at West Point, Mark Esper served for more than 10 years on active duty. He worked for Senator Bill Frist and Senator Chuck Hagel as director of national security affairs and senior policy advisor respectively. Esper has previously served in the Department of Defense as the deputy assistant secretary of defense for negotiations policy, for which he was awarded the Department’s Distinguished Public Service Medal. He was a senior scholar at the National Institute for Public Policy and served as the executive vice president of the Aerospace Industries Association. Esper currently serves as the vice president of government affairs for Raytheon.

Education

U.S. Military Academy at West Point, B.S., Harvard, MPA, George Washington University, PhD

Occupation

Vice President, Government Affairs Raytheon

Confirmation status



Sources: National Journal Research 2017; Raytheon, “Raytheon Names Mark Esper Vice President of Government Relations” July 16, 2010.

Department of Defense

Secretary of the Navy



Richard V. Spencer

*Position: Secretary of the Navy*

Biography

Richard V. Spencer was the managing director of Fall Management LLC and was Trump’s second nominee for the position of Navy secretary, after Phillip Biden turned it down. Spencer graduated from Rollins College with a B.A. in economics and served in the US Marine Corps as an aviator until 1981. After serving in the Marines, Spencer spent time on Wall Street as the president of Crossroads Investment Management LLC where he focused on investment banking, strategic advisory services and capital markets underwriting. After working for Crossroads, Spencer became the vice chairman and chief financial officer of Intercontinental Exchange where he was responsible for financial reporting, strategy development and implementation. Finally, he is the vice chairman of the Marine Corps Heritage Foundation and a member of the Board of Directors of Global Atlantic Financial Group

Education

Rollins College, B.A.

Occupation

Managing director at Fall Creek Management LLC

Confirmation status



Sources: National Journal Research 2017