



ADMINISTRATION AND
MANAGEMENT

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

26 SEP 2008

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

SUBJECT: Revised Department of Defense (DoD) Order of Precedence

This memorandum updates the order of precedence list published November 14, 2005. This update reflects all organizational changes, as well as other recommended and approved changes, that have occurred since then.

The attached list provides the relative protocol precedence for members within DoD and will be updated and published, as required. It is used to determine the order of precedence for the following:

- (1) official visit activities;
- (2) assignment of government quarters;
- (3) travel status on government aircraft and surface transportation (when mission essential), to include seating;
- (4) seating arrangements and similar requirements at official functions and other activities requiring precedence decisions; and
- (5) for other administrative matters as prescribed in DoD issuances.

Requests for changes to this list should include detailed justification and forwarded through the organizational chain of command to: Director, Washington Headquarters Services, ATTN: Director, Executive Services, 1155 Pentagon, Room 3C842, Washington DC 20301-1155, phone (703) 693-7965.

OSD 12513-08



The Director, Administration and Management is the final approval authority for all changes to the list.

A handwritten signature in black ink, appearing to read "Michael L. Rhodes". The signature is stylized with a large initial "M" and "R".

Michael L. Rhodes
Acting Director

Attachment:
As stated

ORDER OF PRECEDENCE
DEPARTMENT OF DEFENSE (as of 25 Sep 08)

CODE 2

Secretary of Defense
Deputy Secretary of Defense
Secretary of the Army
Secretary of the Navy
Secretary of the Air Force
Chairman of the Joint Chiefs of Staff
Under Secretary of Defense for Acquisition, Technology and Logistics (precedes Service Secretaries on acquisition matters)
Under Secretary of Defense for Policy
Under Secretary of Defense (Comptroller)/Chief Financial Officer
Under Secretary of Defense for Personnel and Readiness
Under Secretary of Defense for Intelligence
Deputy Chief Management Officer (see note 1)
Retired Chairmen of the Joint Chiefs of Staff
Vice Chairman of the Joint Chiefs of Staff
Retired Vice Chairmen of the Joint Chiefs of Staff
Chief of Staff, Army, Commandant of the Marine Corps, Chief of Naval Operations, and Chief of Staff, Air Force (see note 2)
Commandant of the Coast Guard
Retired Chiefs of Staff, Army, Commandants of the Marine Corps, Chiefs of Naval Operations, Chiefs of Staff, Air Force, and Commandants of the Coast Guard (see note 2)
Combatant Commanders (see note 3)
Retired Combatant Commanders (see note 3)
Commander, Multi-National Forces-Iraq

CODE 3

Deputy Under Secretary of Defense for Acquisition and Technology and Deputy Under Secretary of Defense for Logistics and Materiel Readiness (see notes 4 and 11)
Under Secretaries of the Army, Navy, and Air Force (see note 4)
Principal Deputy Under Secretary of Defense for Policy
Principal Deputy Under Secretary of Defense for Personnel and Readiness
Director of Defense Research and Engineering
Assistant Secretaries of Defense (see list in note 5), General Counsel of the Department of Defense, and Director of Operational Test and Evaluation (see note 4)
Inspector General of the Department of Defense
Chief Judges and Judges on the U.S. Court of Appeals of the Armed Forces
(continued)

CODE 3 (cont)

Vice Chief of Staff, Army, Assistant Commandant of the Marine Corps, Vice Chief of Naval Operations, and Vice Chief of Staff, Air Force (see note 2)

Vice Commandant of the Coast Guard

Generals and Admirals (4-star) (see note 6)

Assistant Service Secretaries and General Counsels of the Army, Navy, and Air Force (see note 4)

Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs

Retired Generals and Admirals (4-star)

Special Inspector General for Afghanistan Reconstruction

Special Inspector General for Iraq Reconstruction

The Special Assistant to the Secretary of Defense and Deputy Secretary of Defense

The Special Assistant to the Deputy Secretary of Defense

Assistants to the Secretary of Defense (includes Special Assistants to the Secretary of Defense and Deputy Secretary of Defense, Assistant to the Secretary of Defense for Intelligence Oversight, and other assistants as may be designated from time to time by the Secretary or Deputy Secretary of Defense) (see note 7)

Director, Administration and Management

Director, Program Analysis and Evaluation

Director, Net Assessment

Principal Deputy Under Secretary of Defense (Comptroller)

Defense Advisor U. S. Mission NATO, Secretary of Defense Representative to Europe

Chairmen of the Defense Policy Board Advisory Committee, Defense Science Board, Reserve Forces Policy Board, and the Defense Business Board (see note 7)

National Chairman, National Committee for Employer Support of the Guard and Reserve (NCESGR)

CODE 4 (see note 8)

Deputy Under Secretaries of Defense (see note 7)

Directors of Defense Agencies (see note 9)

Directors of DoD Field Activities (see note 10)

Deputy Director of Defense Research and Engineering

Principal Assistant Deputy Under Secretaries of Defense (see note 7)

Principal Deputy Assistant Secretaries of Defense, Principal Deputy General Counsel of the Department of Defense, and Principal Deputy Director Operational Test and Evaluation (see note 7)

Principal Deputy Inspector General of the Department of Defense

The Special Assistant to the Secretary of the Army, to the Secretary of the Navy, and to the Secretary of the Air Force (see note 7)

Administrative Assistants to Secretaries of the Army and Air Force, and Assistant for Administration to the Under Secretary of the Navy (see note 7)

(continued)

CODE 4 (cont)

Deputy Under Secretaries of the Army, Navy, and Air Force (see note 7)
Senior Enlisted Advisors (Senior Enlisted Advisor to the Chairman, Joint Chiefs of Staff, Sergeant Major of the Army, Sergeant Major of the Marine Corps, Master Chief Petty Officer of the Navy, Chief Master Sergeant of the Air Force, and Master Chief Petty Officer of the Coast Guard) (see note 12))
Lieutenant Generals and Vice Admirals (3-star) (see note 6)
Retired Lieutenant Generals and Vice Admirals (3-star)
Chairman, U.S. Section of the Permanent Joint Board of Defense, US-Canada
Principal Deputy Assistant Service Secretaries and Principal Deputy General Counsels of the Army, Navy, and Air Force (see note 7)
Deputy Assistant Secretaries of Defense, Deputy General Counsels of the Department of Defense, and Deputy Directors Operational Test and Evaluation (see note 7)
Deputy Inspectors General of the Department of Defense (see note 7)
Deputy Comptrollers of the Department of Defense (see note 7)
Assistant Inspectors General of the Department of Defense (see note 7)
Assistant Inspectors General for Afghanistan Reconstruction (see note 7)
Assistant Inspectors General for Iraq Reconstruction (see note 7)
Deputy Defense Advisor, U.S. Mission NATO
Members of Secretary of Defense Boards (Defense Policy Board Advisory Committee, Defense Science Board, Reserve Forces Policy Board, Defense Business Board, and Defense Advisory Committee on Women in the Services)
The Auditor Generals of the Army, Navy, and Air Force (see note 7)
Other Members of the Senior Executive Service in Tier 3 positions (see note 16)
Executive Director, National Committee for Employer Support of the Guard and Reserve (NCESGR)

CODE 5 (see note 8)

Assistant Deputy Under Secretaries and Principal Directors (see note 7)
Major Generals and Rear Admirals of the upper half (2-star) (see note 6)
Deputy Assistant Service Secretaries and Deputy General Counsels of the Army, Navy, and Air Force (see note 7)
Deputy Assistants to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs (see note 7)
Deputy Directors Program Analysis and Evaluation, Net Assessment and Force Transformation (note 7)
Other Members of the Senior Executive Service in Tier 2 positions (see note 16)

CODE 6 (see note 8)

Brigadier Generals and Rear Admirals of the lower half (1-star) (see note 6)
Members of the Senior Executive Service in Tier 1 positions (see note 16)
Personnel in Senior Level (SL), Scientific and Professional (ST), and Defense Intelligence Senior Level (DISL) positions (see notes 14 and 16)
Appointees as Highly Qualified Experts (HQE) (see notes 15 and 16)

NOTES:

1. Precedence for the Deputy Chief Management Officer (DCMO) position is prescribed in Section 904 of the FY 2008 National Defense Authorization Act.
2. Precedence is established by the date of appointment to the position.
3. Precedence is established by the date of appointment as a Combatant Commander. However, if a Combatant Commander was previously appointed to one of these positions, Chairman of the Joint Chiefs of Staff, Vice Chairman of the Joint Chiefs of Staff, Service Chief, or a previous Combatant Commander position, then the initial date of appointment to the previously held position will be used.
4. Within a group listed on a line under a code, precedence for Senate confirmed civilian positions is established by date of appointment.
5. The current designations of the ten Assistant Secretaries of Defense are (listed alphabetically): Asian and Pacific Security Affairs, Global Security Affairs; Health Affairs, Homeland Defense and Americas' Security Affairs, International Security Affairs, Legislative Affairs, Networks and Information Integration, Public Affairs, Reserve Affairs, and, Special Operations/Low Intensity Conflict and Interdependent Capabilities.
6. Precedence is by date of rank in the serving grade.
7. For non-statutory positions within a group, precedence is by date assigned to the position.
8. Based on USD (P&R) memorandum dated April 28, 2008, subject: Directive-Type Memorandum (DTM) – Senior Executive Service Tier Policy for Career and Non-Career Senior Executive Service Members, a common 3-tier structure is in the process of being implemented for members of the DoD Senior Executive Service (SES). While the Military Departments, the OSD and some Defense Agencies and DoD Field Activities have identified the positions that fall into each tier, tiering determinations across the entire Department using a common architecture has not been completely implemented. The applicability of the policy in referenced DTM may be administratively extended to the Defense Intelligence Senior Executive Service (DISES) by the Under Secretary of Defense for Intelligence.

In general, precedence for members of the SES is established by the tier in which the position is categorized. SL, ST, DISL professional positions are not included in the SES Tier structure. It is not possible to identify and list the title for each SES and DISES position within the Department on this order of precedence list. To the extent possible, this update reflects the principal positions held by members of the SES. The principal factors for determining the precedence for SES/DISES whose positions are not specified on the order of precedence are where their positions are in their organization's hierarchy and the tier level assigned to each of

those positions (SES only). In general, the following is the equivalency of SES positions in relation to order of precedence code and General/Flag Officer (GFO):

- a. Tier 3 positions in Code 4 are considered 3-star equivalents;
- b. Tier 2 positions are in either Code 4 or 5; GFO equivalency is 2 or 3-stars (Tier 2 positions listed in Code 4 are to be considered 3-star equivalents while those in Code 5 are to be considered 2-star equivalents);
- c. Tier 1 positions are in Code 6 and are considered 1-star equivalents.

If an SES's position is within the same code as that of the SES's supervisor, whether that supervisor is a military officer or civilian, the supervisor always takes precedence over the subordinate.

SES tiering information for their respective positions will be maintained by and available from each Military Service and the DA&M for the OSD, Defense Agencies and DoD Field Activities. For DISES members, that information can be obtained from the Office of the Under Secretary of Defense for Intelligence.

9. Precedence for Directors and the Principal Deputy Directors of Defense Agencies is determined by the establishment date of the organization.

- a. The Defense Agencies are listed alphabetically as follows: Defense Advanced Research Projects Agency (DARPA), 1958; Defense Business Transformation Agency (BTA) 2005; Defense Commissary Agency (DeCA), 1990; Defense Contract Audit Agency (DCAA), 1965; Defense Contract Management Agency (DCMA), 2000; Defense Finance and Accounting Service (DFAS), 1990; Defense Information Systems Agency (DISA), 1960; Defense Intelligence Agency (DIA), 1961; Defense Legal Services Agency (DLSA), 1981; Defense Logistics Agency (DLA), 1961; Defense Security Cooperation Agency (DSCA), 1971; Defense Security Service (DSS), 1972; Defense Threat Reduction Agency (DTRA), 1959; Missile Defense Agency (MDA), 1984; National Geospatial-Intelligence Agency (NGA), 1972; National Reconnaissance Office (NRO), 1961; National Security Agency(NSA)/Central Security Service (CSS), 1952; Pentagon Force Protection Agency (PFPA), 2002.
- b. The Defense Agencies, in order by date of establishment, are as follows: NSA/CSS, 1952; DARPA, 1958; DTRA, 1959; DISA, 1960; DIA, 1961; DLA, 1961; NRO, 1961; DCAA, 1965; DSCA, 1971; DSS, 1972; NGA, 1972; DLSA, 1981; MDA, 1984; DeCA, 1990; DFAS, 1990; DCMA, 2000; PFPA, 2002; BTA, 2005.

10. Precedence for Directors and Principal Deputy Directors of the DoD Field Activities is determined by the establishment date of the organization.

- a. The DoD Field Activities are listed alphabetically as follows: Defense Media Activity (DMA), 1980; Defense Prisoner of War/Missing Personnel Office (DPMO), 1993; Defense Technical Information Center (DTIC), 2004; Defense Technology Security Administration (DTSA), 2001; DoD Education Activity (DoDEA), 1992;

DoD Human Resource Activity (HRA), 1996; DoD Test Resources Management Center (TRMC), 2002; TRICARE Management Activity (TMA), 1998; Office of Economic Adjustment (OEA), 1978; and Washington Headquarters Services (WHS), 1977.

- b. The DoD Field Activities, in order by date of establishment, are as follows: WHS, 1977; OEA, 1978; DMA, 1980; DoDEA, 1992; DPMO, 1993; HRA, 1996; TMA, 1998; DTSA, 2001; TRMC, 2002; DTIC, 2004.

11. Under the provisions of Sec. 942 of the National Defense Authorization Act for FY 2007, the position of the Deputy Under Secretary of Defense for Logistics and Materiel Readiness is designated as an Executive Schedule Level IV vice Executive Schedule Level III position. While this change takes effect upon the date of the enactment of this Act, it will be applicable to those individuals appointed to this position on or after that date. The incumbent was in place prior to enactment; once the incumbent departs office, for precedence purposes this position will be aligned between the Principal Deputy Under Secretary of Defense for Personnel and Readiness and the Director of Defense Research and Engineering.

12. Code 4 precedence applies only to the currently serving Senior Enlisted Advisor (SEA) to the Chairman of the Joint Chiefs of Staff and Service Senior Enlisted Advisors. Certain protocol functions may require a deviation from the established precedence. Order of precedence within the group of Service Senior Enlisted Advisors is in order by date of Service establishment. Retired senior enlisted advisors should be placed in front of other retired members of the same grade (E-9).

13. For Joint Staff and Service-related functions and activities, when appropriate to do so, the Joint Staff and the Military Departments may adjust the established order of precedence as necessary. Contact the appropriate Joint Staff or Service Protocol Office for further information and guidance.

14. SL, ST, and DISL personnel serve in positions that are classified above the Pay Band 03/GS-15 level. Although not members of the Senior Executive Service (SES) or Defense Intelligence Senior Executive Service (DISES), the level of duties and responsibilities of SL/ST/DISL personnel warrant that they should be recognized as serving, at a minimum, at the Code 6 level. It is not possible to identify and list the title for each SL/ST/DISL position within the Department on this order of precedence list. The principal factor for determining whether the precedence for an SL/ST/DISL member should be in a higher code is dependent on that member's position within their organization's hierarchy.

15. Under the authority of Section 9903, USC 5, and enacted by section 1101 of the National Defense Authorization Act for FY 2004, the Department of Defense was provided the ability to attract and hire eminent experts from outside the civil service and uniformed services with state-of-the-art knowledge in fields of critical importance to the Department. The individuals who are hired under these provisions are referred to as HQE. Due to the level of duties and responsibilities of HQE, they warrant recognition at the Code 6 level.

16. Precedence is established by date of appointment.

17. Under the provisions of the Vacancies Act, should an official be designated an "Acting," that official will be afforded the protocol level for the position in which designated as "Acting."

18. Except as noted herein, the provisions of this memorandum are not applicable to former civilian officials of the Department as they do not retain the precedence associated with their position upon departure from that position. In recognition of their past service in the Department, courtesies and recognition may be extended to them as appropriate. Precedence is retained, however, by former Secretaries of Defense due to their status as Presidential cabinet members, and by retired members of the military since they retain the rank in which they were retired.