



Office of the Secretary of the Air Force

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ORGANIZATIONAL AND FUNCTIONAL CHARTS 1947 - 1984

Office of Air Force History
United States Air Force
Washington, D.C.

Office of the Secretary of the Air Force

ORGANIZATIONAL AND FUNCTIONAL CHARTS 1947-1984

Compiled by
Jacob Neufeld

Organizational and functional charts depicting the Office of the Secretary of the Air Force have been prepared and issued by that office since the creation of the Department of the Air Force in 1947. Printed on an occasional basis, they are here collected and published for the first time, and with the exception of some minor retyping for the sake of legibility and the correction of a few typographical errors, they are reprinted as originally issued. Together, these charts provide a picture of the evolution of the Secretariat as an organization; readers can trace through the charts the creation, transfer, or disestablishment of functions as the policies of successive administrations have changed. The volume contains all known charts from 1947 through the present.

Since the 1947 National Security Act created the Department of the Air Force, there have been within the Secretariat a Secretary and an Under Secretary (both statutory positions), a General Counsel, an Administrative Assistant, and an Office of Public Affairs (until 1979 called the Office of Information). In January 1948, Legislative Liaison was created, and in August 1960, a Space Systems Office. In June 1980, two more functions were added: the Auditor General and the Small and Disadvantaged Business Utilization Office. These offices and functions have continued to the present largely as they were originally created.

The shifting level of organization has been at the level of the Assistant Secretary, the third category of statutory position. The 1947 Act created two Assistant Secretaries: Management; and Civil, Military, and Diplomatic Affairs. The latter was redesignated Civil Affairs in October 1949. It was then disestablished in May 1951 and its functions split between the Assistant Secretary (Management) and the new Assistant Secretary (Materiel). In August 1954 the number of Assistant Secretaries increased to three when Management was split into two offices and redesignated Assistant Secretary (Financial Management) and Assistant Secretary (Manpower, Personnel, and Reserve Forces). A fourth Assistant Secretary (Research and Development) was added in March 1955.

In March 1959 the number of Assistant Secretaries fell again to three when the Assistant Secretary (Manpower, Personnel, and Reserve Forces) was reduced to the status of special assistant. Concurrently, the office of Special Assistant (Installations) was enhanced. In February 1964 Installations was combined with Materiel and redesignated Assistant Secretary (Installations and Logistics).

The Special Assistant (Manpower, Personnel, and Reserve Affairs) became a Deputy Under Secretary in June 1966, but, in April 1968, was redesignated the Assistant Secretary (Manpower and Reserve Affairs), again raising the number of Assistant Secretaries to four.

The most recent change occurred in May 1977 when the Assistant Secretary (Installations and Logistics) was disestablished and its functions reassigned. Since then the three Assistant Secretaries have been: (Research, Development, and Logistics); (Financial Management); and (Manpower, Reserve Affairs, and Installations).

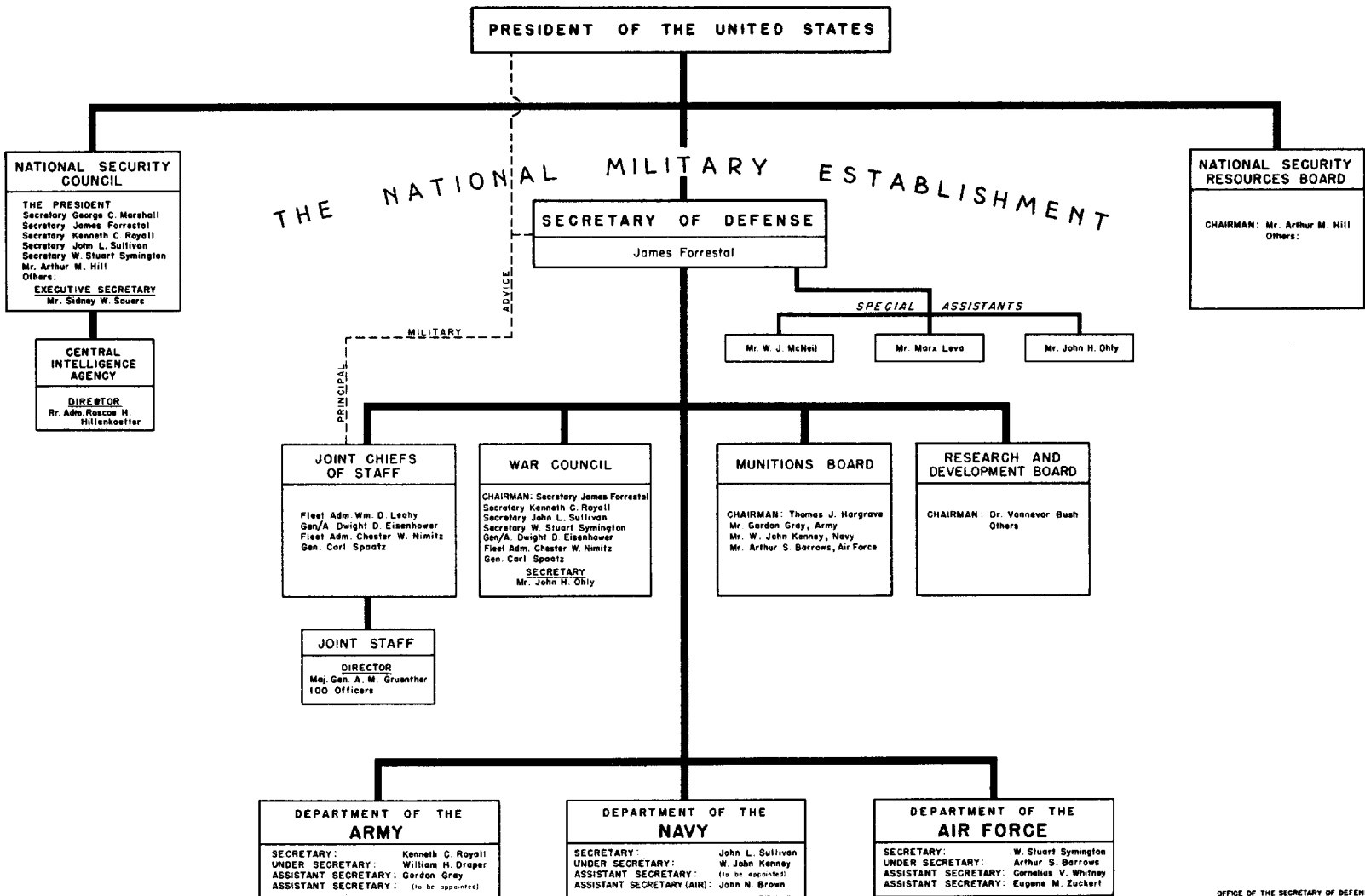
Other more specialized functions were added as necessary. For example, in May 1951 two special assistants were appointed, one for research and development and another for overseas bases. By August 1953 two additional functions warranted special assistants: installations and intelligence.

This Volume was researched and compiled by Jacob Neufeld, Chief of the Air Staff History Branch, Office of Air Force History. Mr. Robert J. McCormick, the Administrative Assistant, initiated and supported the project from the beginning. Ms. Mildred Wegg (SAF/AAW) provided an extensive chartbook. Mr. Harry M. Zubkoff (SAF/AAR) permitted research in his voluminous files. Dr. George M. Watson (AF/CHO), currently researching and writing a history of the Office of the Secretary, lent considerable expertise. Finally, the project was brought to fruition by the graphics skill and dedication of Mr. Robert E. Bell (1100th RMG/DOVG).

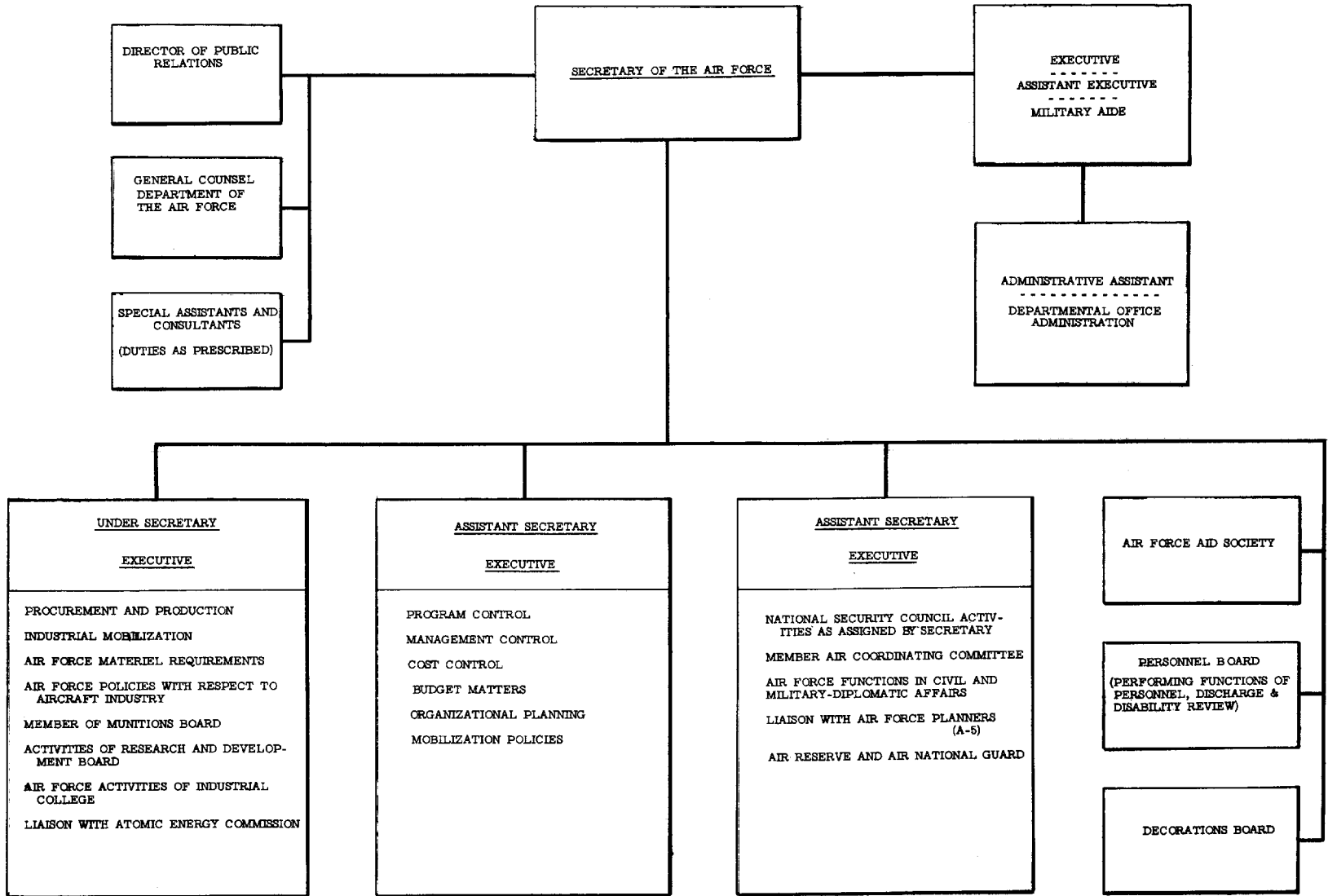
RICHARD H. KOHN
Chief, Office of Air Force History

December 1985

ORGANIZATION FOR NATIONAL SECURITY

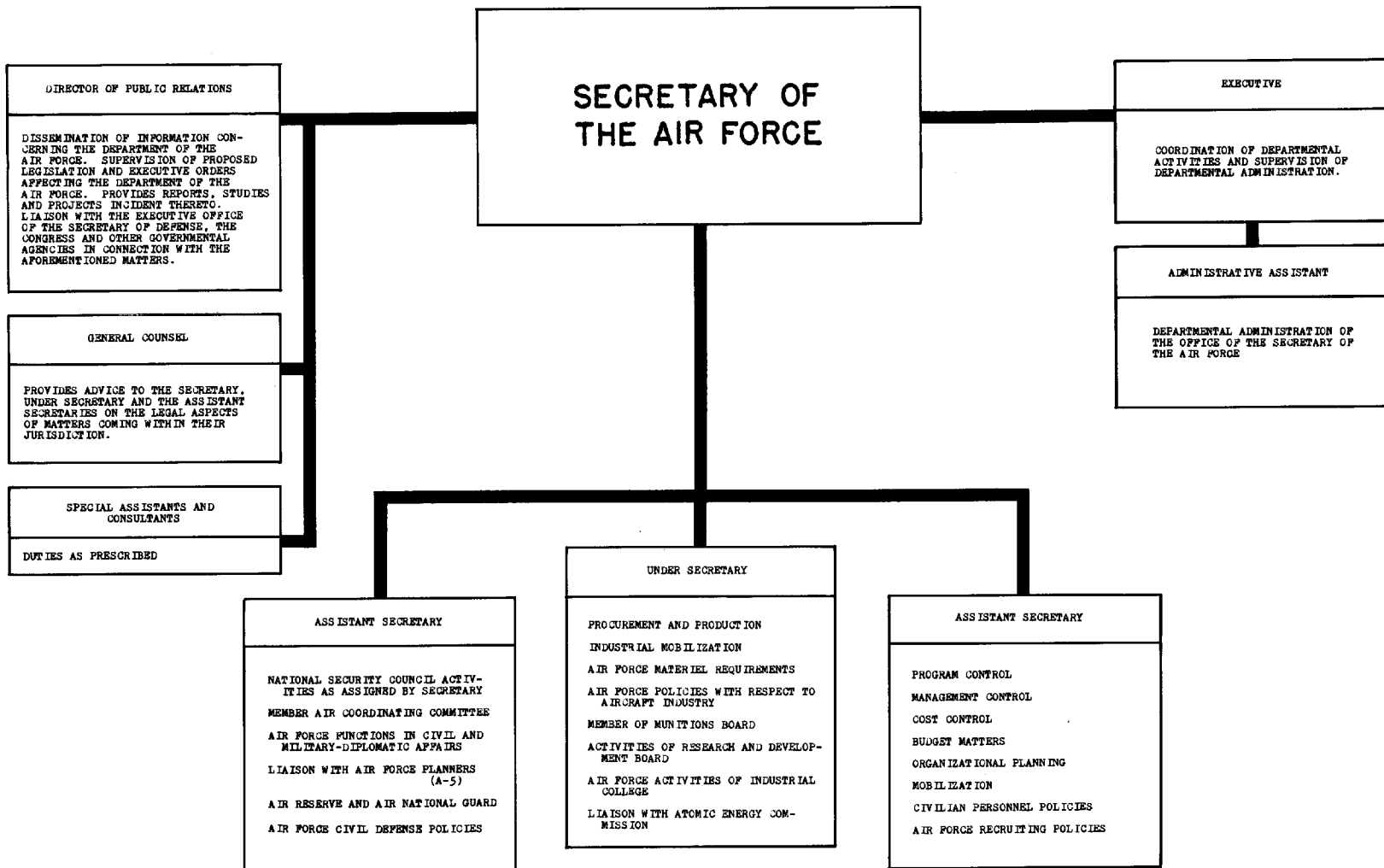


OFFICE OF THE SECRETARY OF THE AIR FORCE



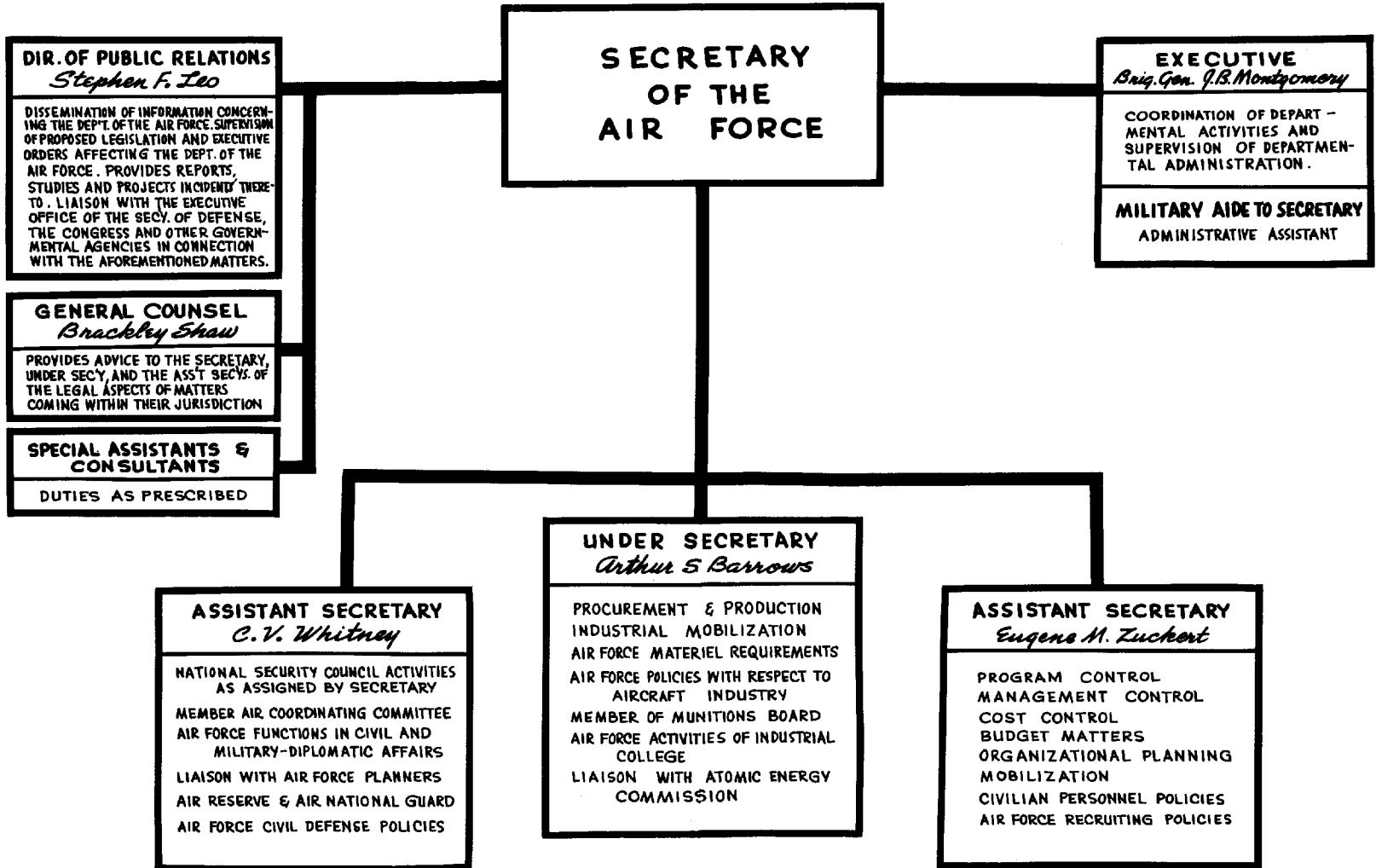
OFFICE OF THE SECRETARY OF THE AIR FORCE

(FUNCTIONAL)

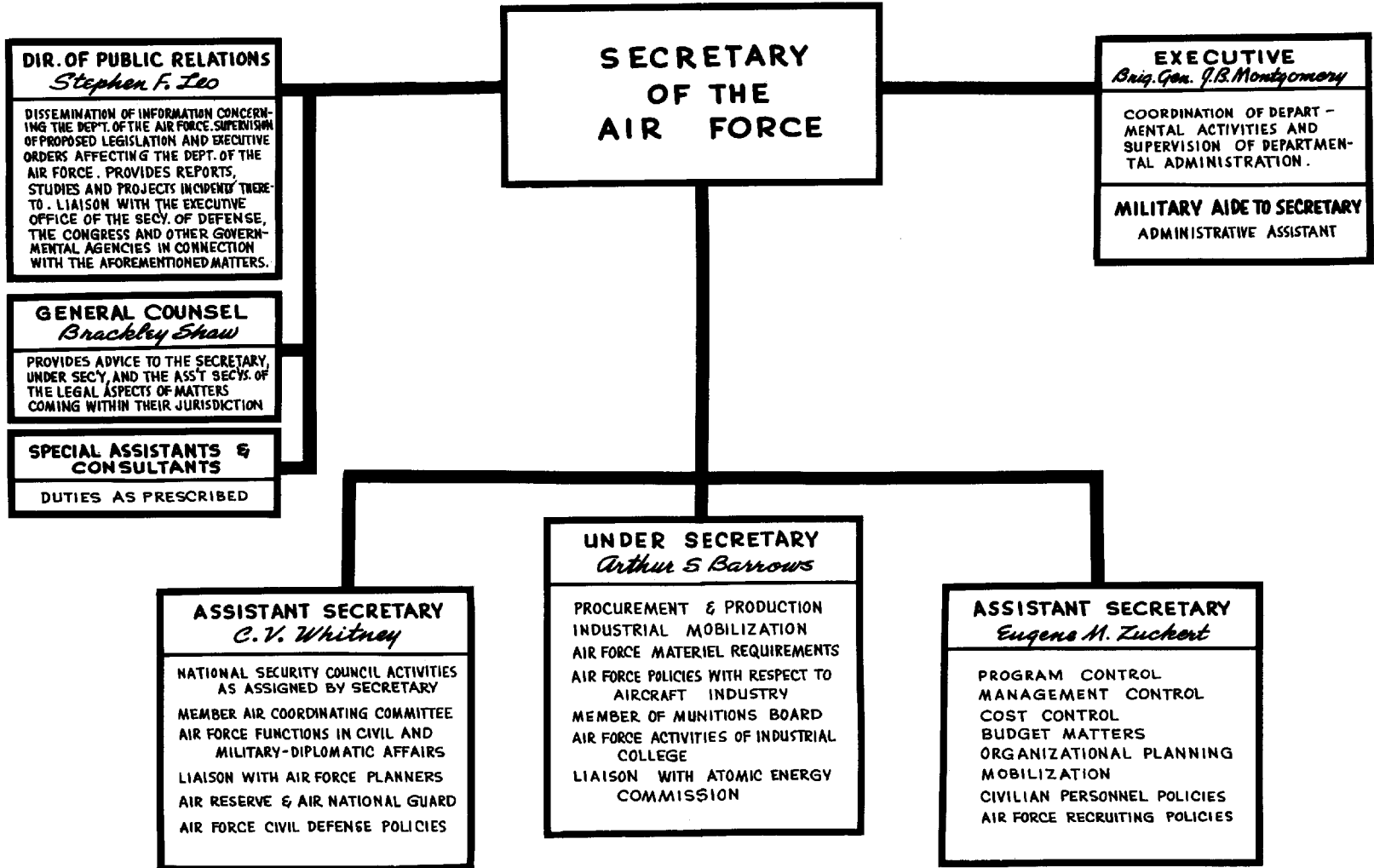


1 DECEMBER 1947

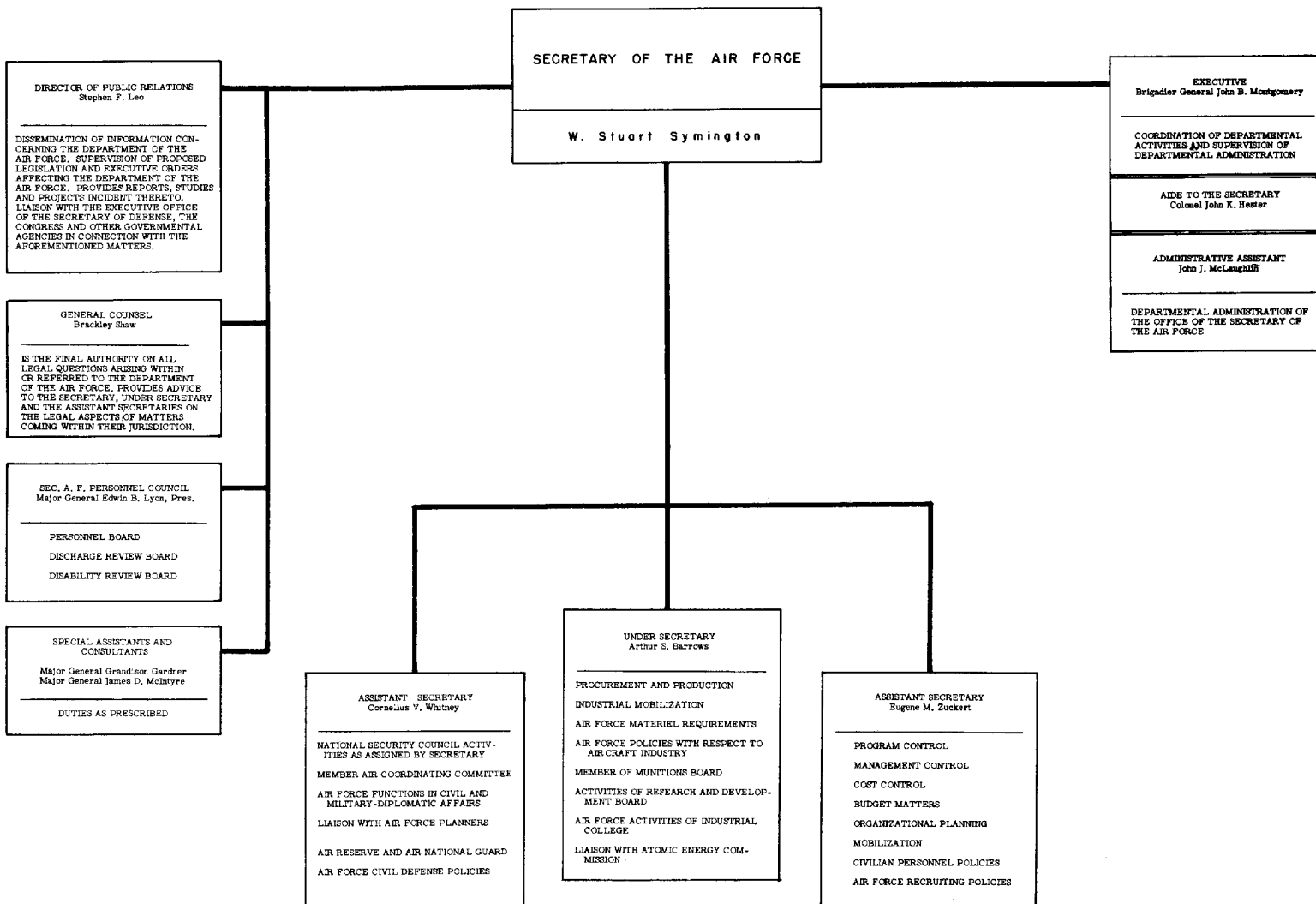
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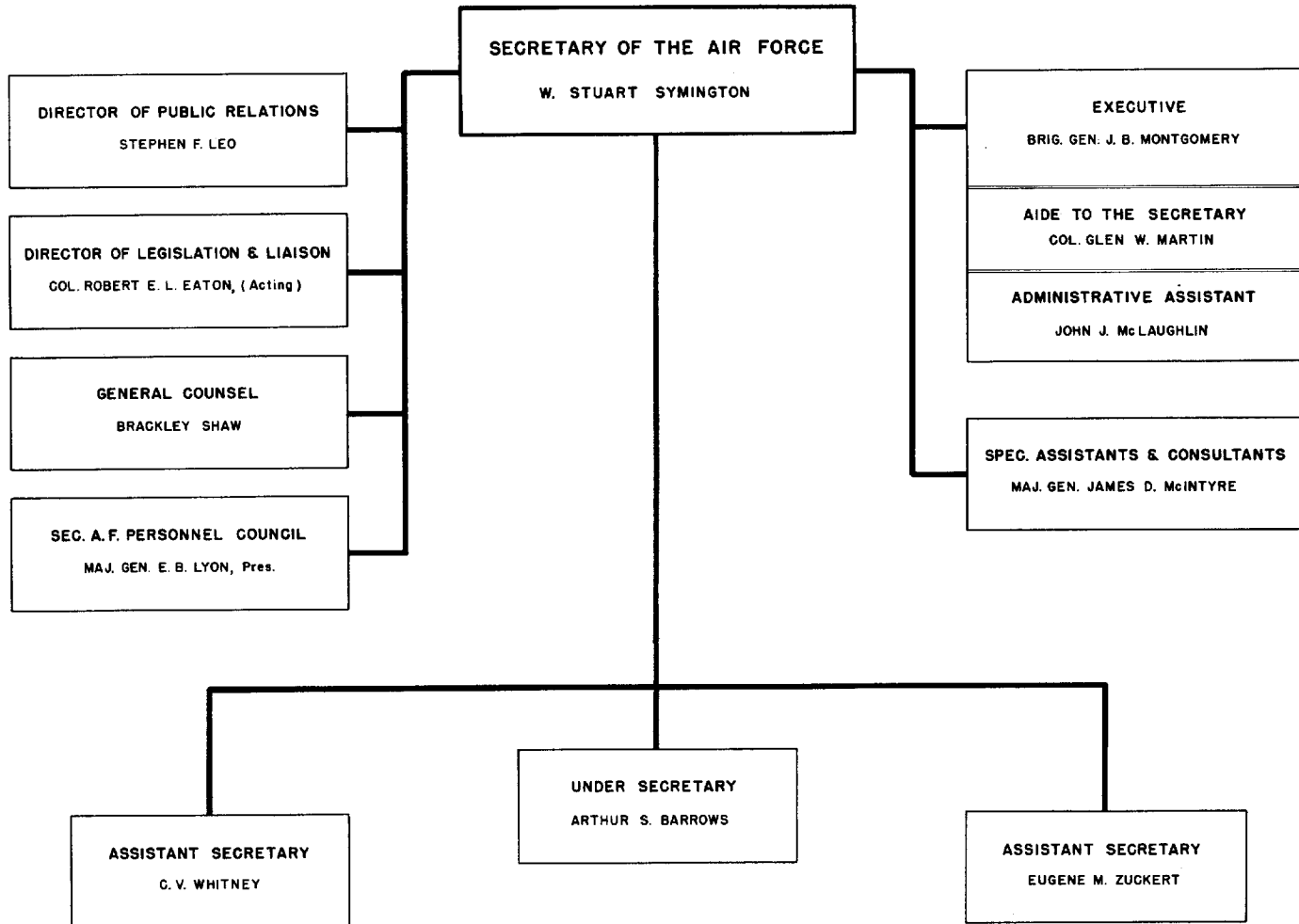
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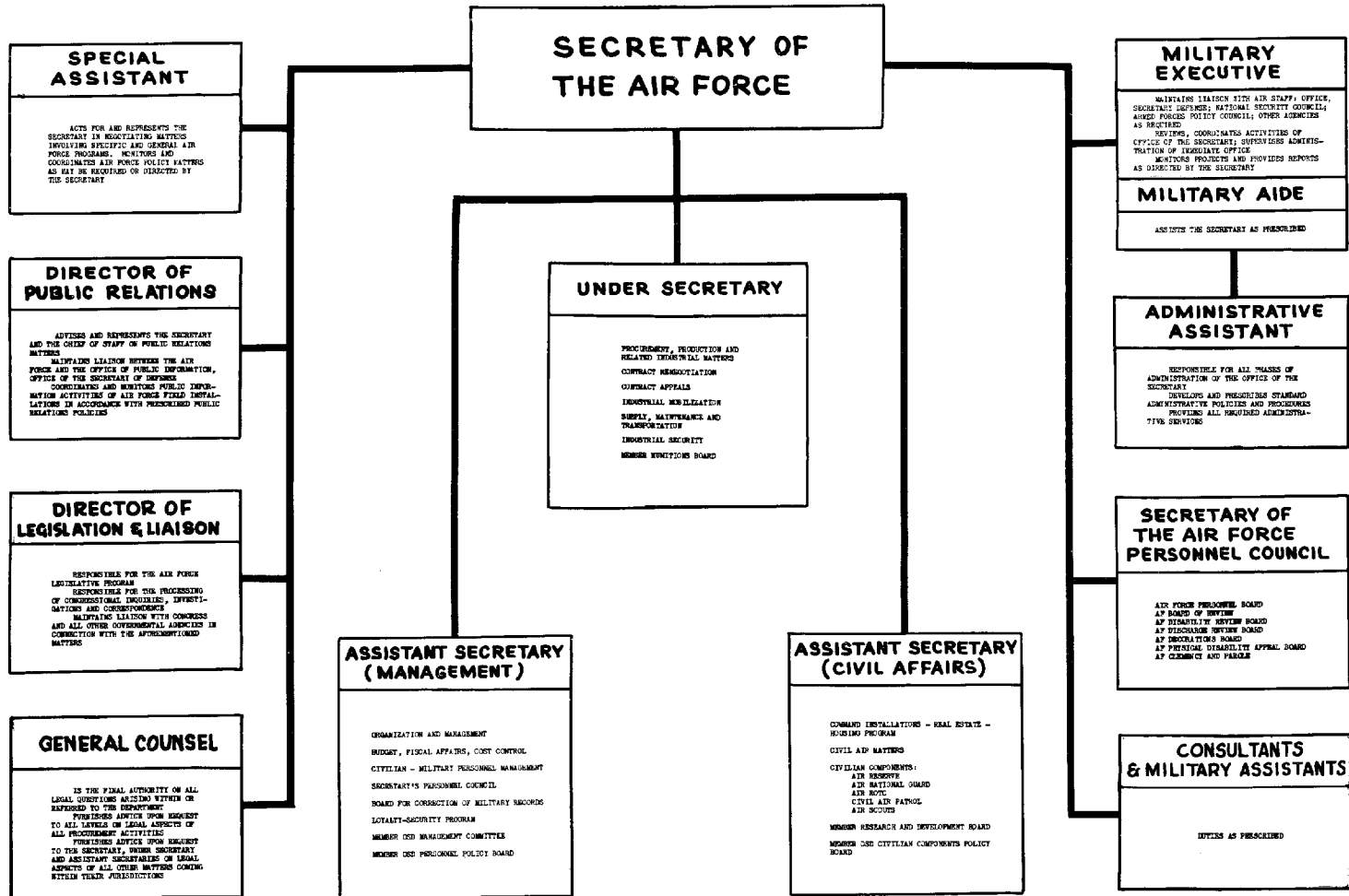
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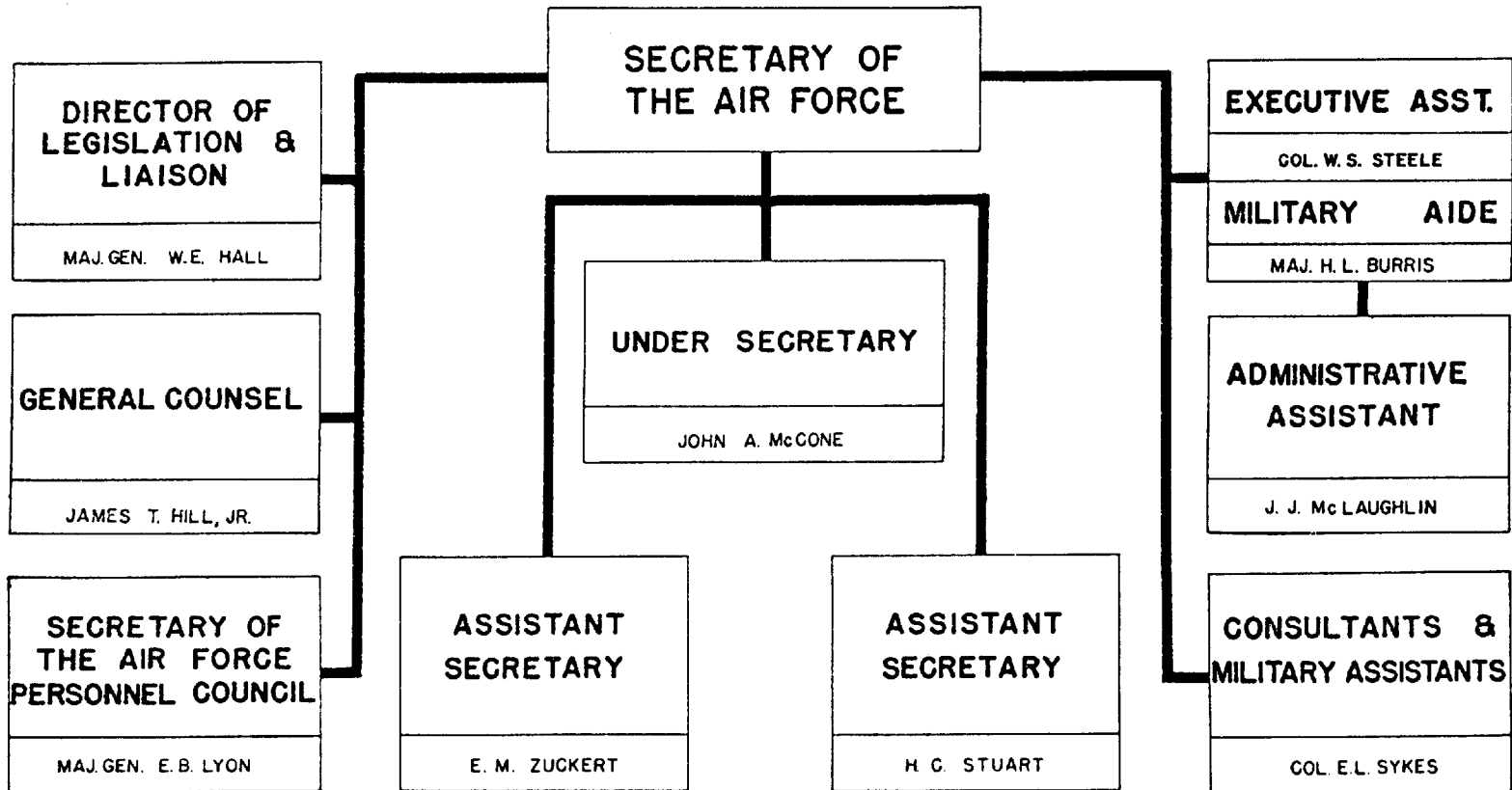
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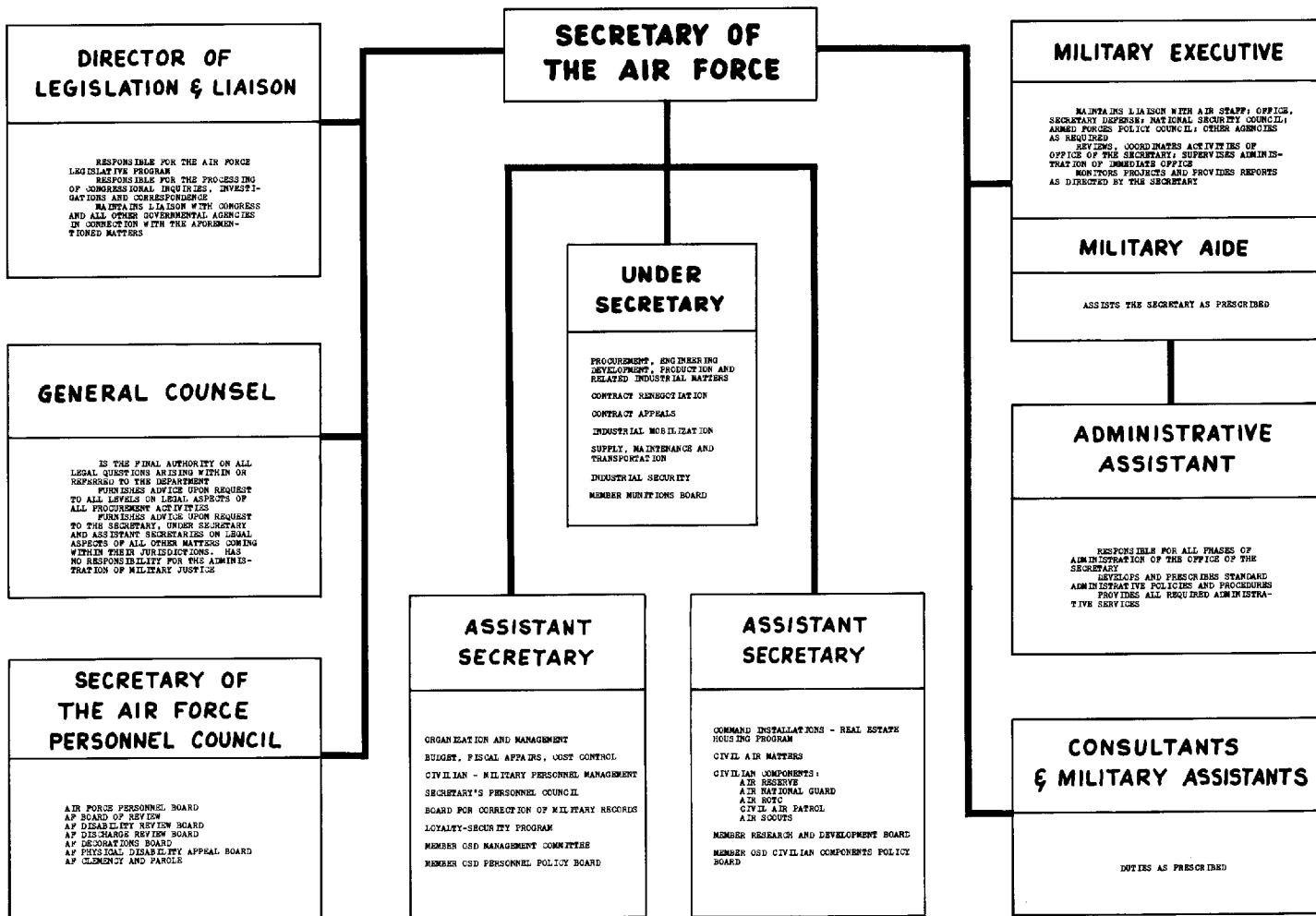
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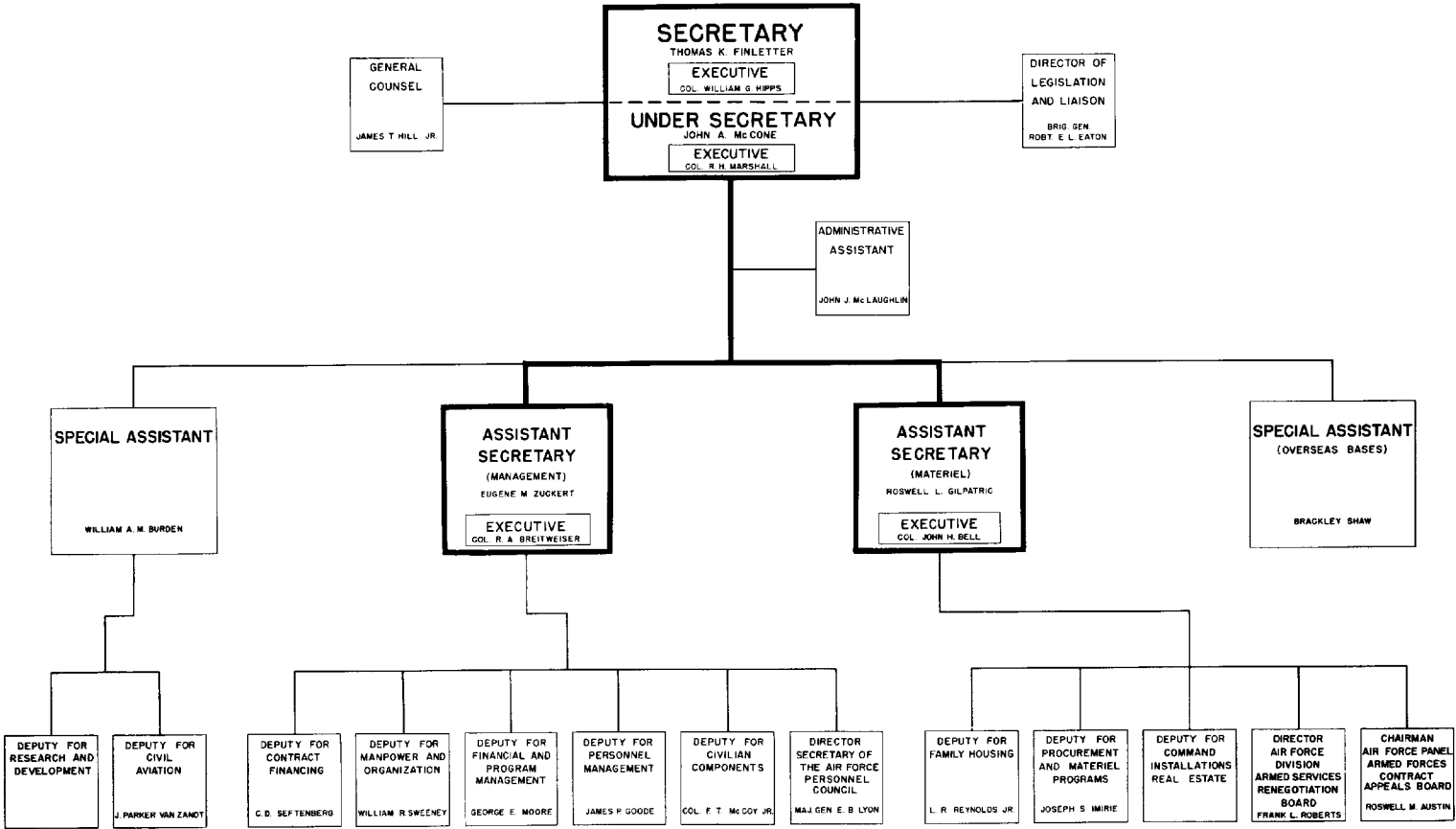
DEPARTMENT OF THE AIR FORCE
OFFICE OF THE SECRETARY



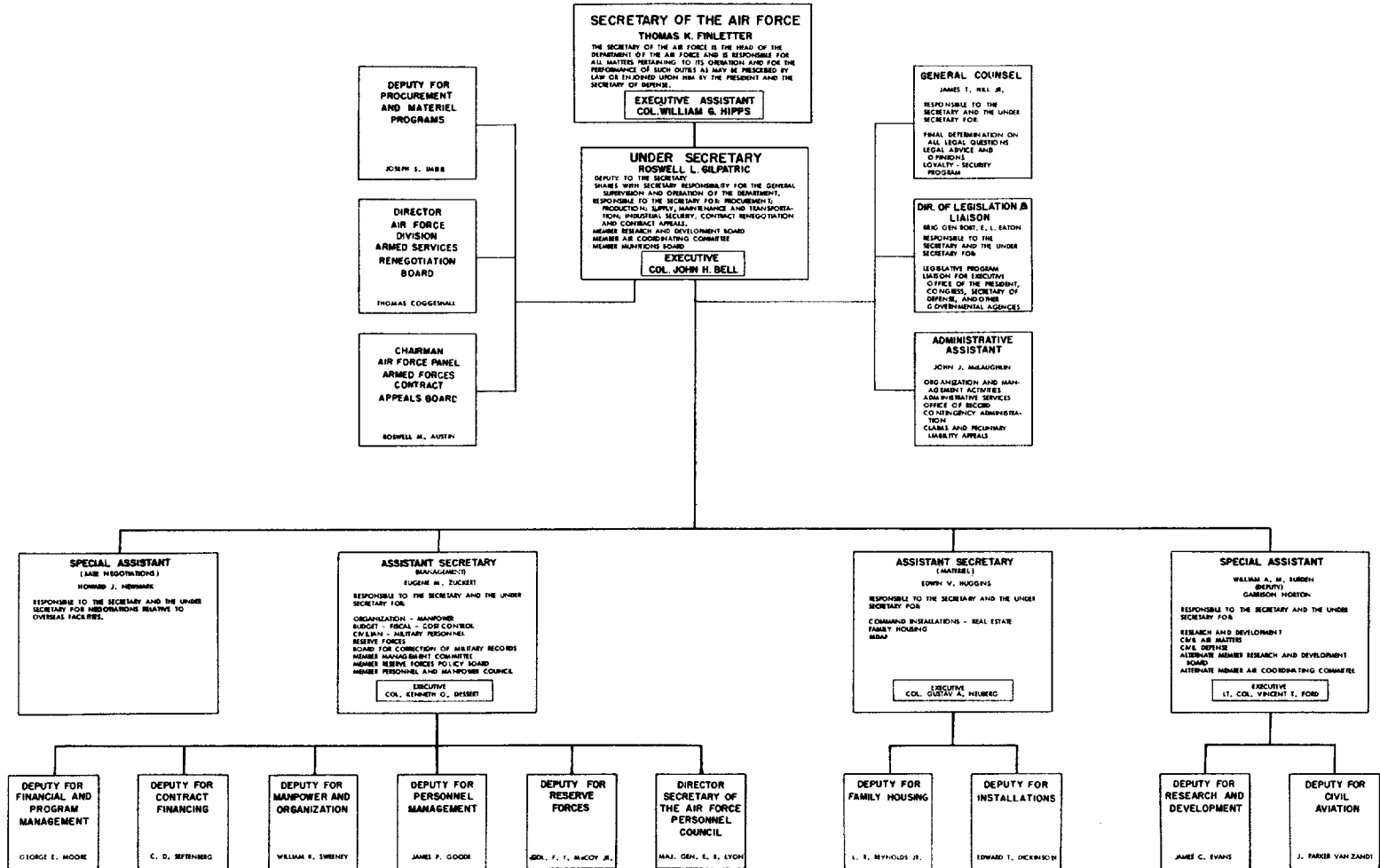
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**Department of the Air Force
OFFICE OF THE SECRETARY**



Department of the Air Force
OFFICE OF THE SECRETARY



Department of the Air Force OFFICE OF THE SECRETARY

SECRETARY of the AIR FORCE THOMAS K. FINLETTER

THE SECRETARY OF THE AIR FORCE IS RESPONSIBLE FOR THE CONDUCT OF ALL AFFAIRS OF THE AIR FORCE ESTABLISHMENT, INCLUDING, BUT NOT LIMITED TO, THOSE NECESSARY OR APPROPRIATE FOR THE TRAINING, OPERATIONS, ADMINISTRATION, LOGISTICAL SUPPORT AND MAINTENANCE, WELFARE, PREPAREDNESS, AND EFFECTIVENESS OF THE AIR FORCE, INCLUDING RESEARCH AND DEVELOPMENT, AND SUCH OTHER ACTIVITIES AS MAY BE PRESCRIBED BY THE PRESIDENT OR THE SECRETARY OF DEFENSE AS AUTHORIZED BY LAW.

EXECUTIVE ASSISTANT
COL WILLIAM G. HIPPS

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PROCUREMENT
& MATERIEL
PROGRAMS**

MAX GOLDEN

**CHAIRMAN
AIR FORCE PANEL
ARMED SERVICES
BOARD OF
CONTRACT
APPEALS**

ROSWELL M. JUSTIN

**OFFICE OF PUBLIC
INFORMATION**

BRIG GEN SOBY SMITH

PUBLIC INFORMATION
SERVICES
ADVISOR TO THE SECRETARY
AND CHIEF OF
STAFF ON PUBLIC
INFORMATION MATTERS

UNDER SECRETARY ROSWELL L. GILPATRICK

DEPUTY TO THE SECRETARY
SHARES WITH SECRETARY RESPONSIBILITY FOR THE GENERAL
SUPERVISION AND OPERATION OF THE ESTABLISHMENT
PROCUREMENT, PRODUCTION, SUPPLY AND MAINTENANCE,
INDUSTRIAL SECURITY, AND CONTRACT APPEALS.
MEMBER RESEARCH AND DEVELOPMENT BOARD
MEMBER MUNITIONS BOARD

EXECUTIVE
COL JOHN W. BELL

GENERAL COUNSEL

JAMES T. HILL, JR.

FINAL DETERMINATION ON
ALL LEGAL QUESTIONS
LEGAL ADVICE AND
OPINIONS
LOYALTY - SECURITY
PROGRAM

**DIR. OF LEGISLATION
& LIAISON**

BRIG GEN ROBT. L. LELAND

LEGISLATIVE PROGRAM
LIAISON FOR EXECUTIVE
OFFICE OF THE PRESIDENT,
CONGRESS, AND OTHER
GOVERNMENTAL AGENCIES

**ADMINISTRATIVE
ASSISTANT**

JOHN J. McLAUGHLIN

ORGANIZATION AND MAN-
AGEMENT ACTIVITIES
ADMINISTRATIVE SERVICES
OFFICE OF RECORD
CONTINGENCY ADMINISTRA-
TION
CLAIMS AND RECURRIARY
LIABILITY APPEALS

ASSISTANT SECRETARY (MATERIEL)

EDWIN V. HUGGINS

INTERNATIONAL SECURITY AFFAIRS:
MUTUAL SECURITY ASSISTANCE PROGRAM
OFF-SHORE PROCUREMENT
OVERSEAS BASE NEGOTIATIONS
INSTALLATIONS - FACILITIES - REAL ESTATE
FAMILY HOUSING
TRANSPORTATION
CIVIL AIR MATTERS
CIVIL DEFENSE
MEMBER AIR COORDINATING COMMITTEE
ALTERNATE MEMBER MUNITIONS BOARD

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COL GUSTAV A. NEUBERG

SPECIAL ASSISTANT (RESEARCH AND DEVELOPMENT)

WILLIAM A. M. BURDEN

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ALTERNATE MEMBER RESEARCH AND DEVELOPMENT
BOARD

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LT COL VINCENT T. FORD

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ORGANIZATION - MANPOWER
BUDGET - FISCAL - COST CONTROL
CIVILIAN - MILITARY PERSONNEL
RESERVE FORCES
BOARD FOR CORRECTION OF MILITARY RECORDS
MEMBER MANAGEMENT COMMITTEE, OSD
MEMBER RESERVE FORCES POLICY BOARD, OSD
MEMBER PERSONNEL AND MANPOWER COUNCIL,
OSD

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COL KENNETH O. BESSERT

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CIVIL AVIATION**

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**DEPUTY FOR
INSTALLATIONS**

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**DEPUTY FOR
FAMILY HOUSING**

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FINANCIAL &
PROGRAM
MANAGEMENT**

DANIEL GEAR

**DEPUTY FOR
CONTRACT
FINANCING**

C. D. SEFTENBERG

**DEPUTY FOR
MANPOWER &
ORGANIZATION**

WILLIAM E. SWEENEY

**DEPUTY FOR
PERSONNEL
MANAGEMENT**

JAMES P. GOODE

**DEPUTY FOR
RESERVE FORCES**

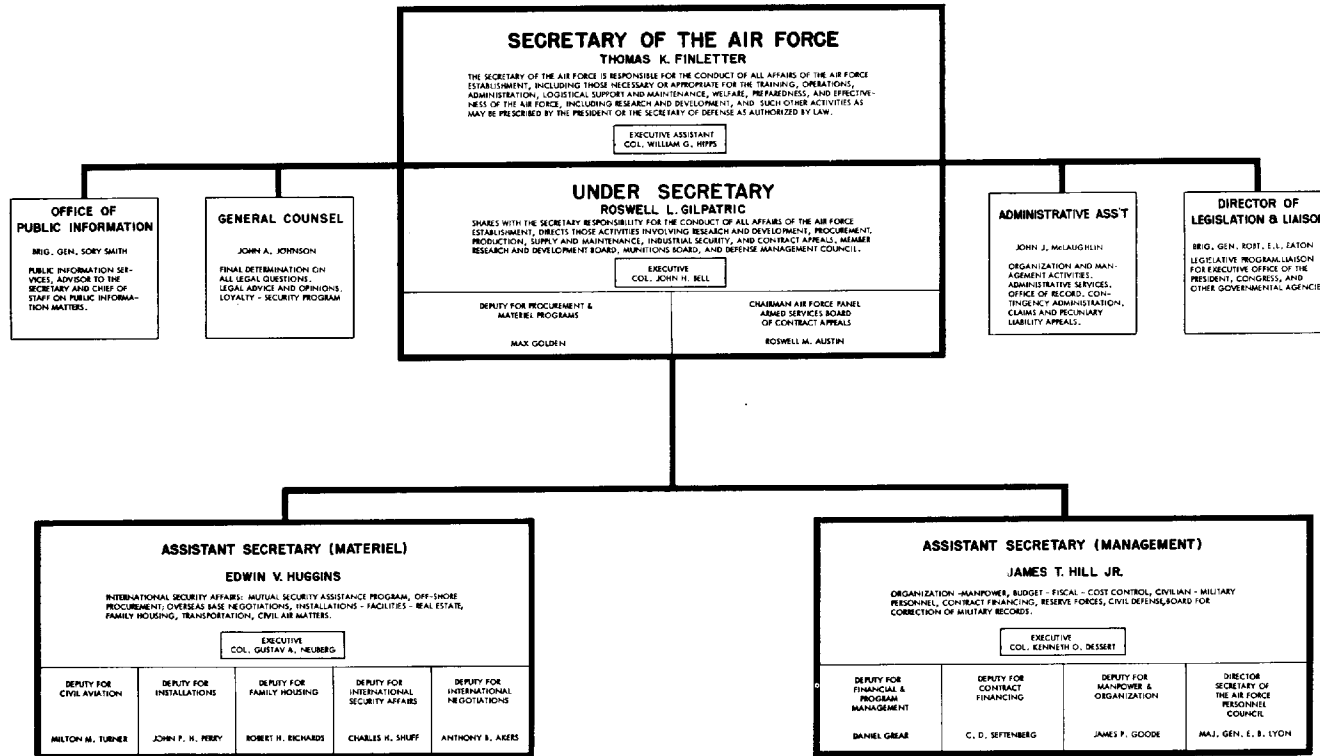
F. T. MCCOY, JR.

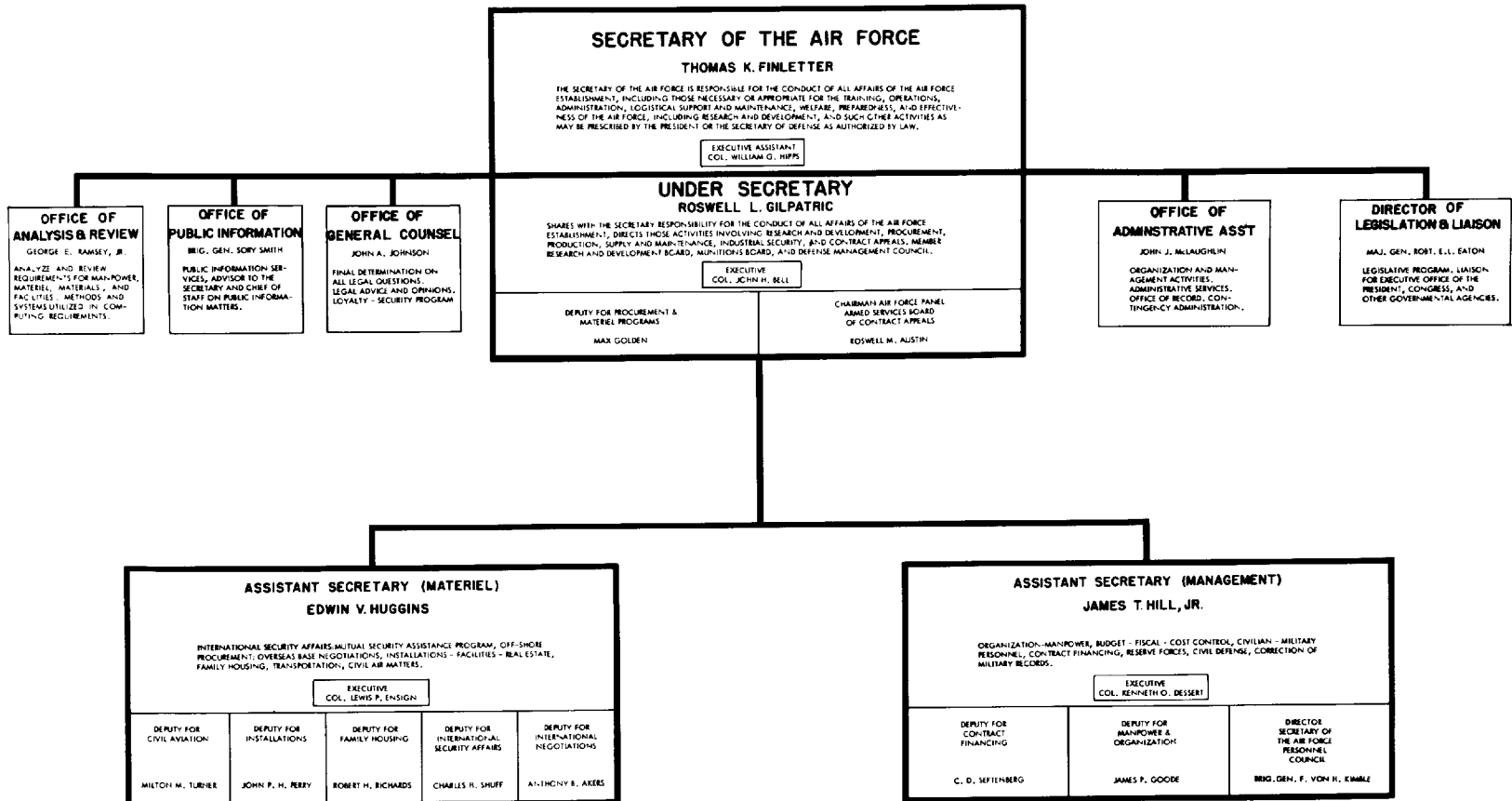
**DIR. SECRETARY
OF THE AIR FORCE
PERSONNEL
COUNCIL**

MAJ GEN T. B. LYON

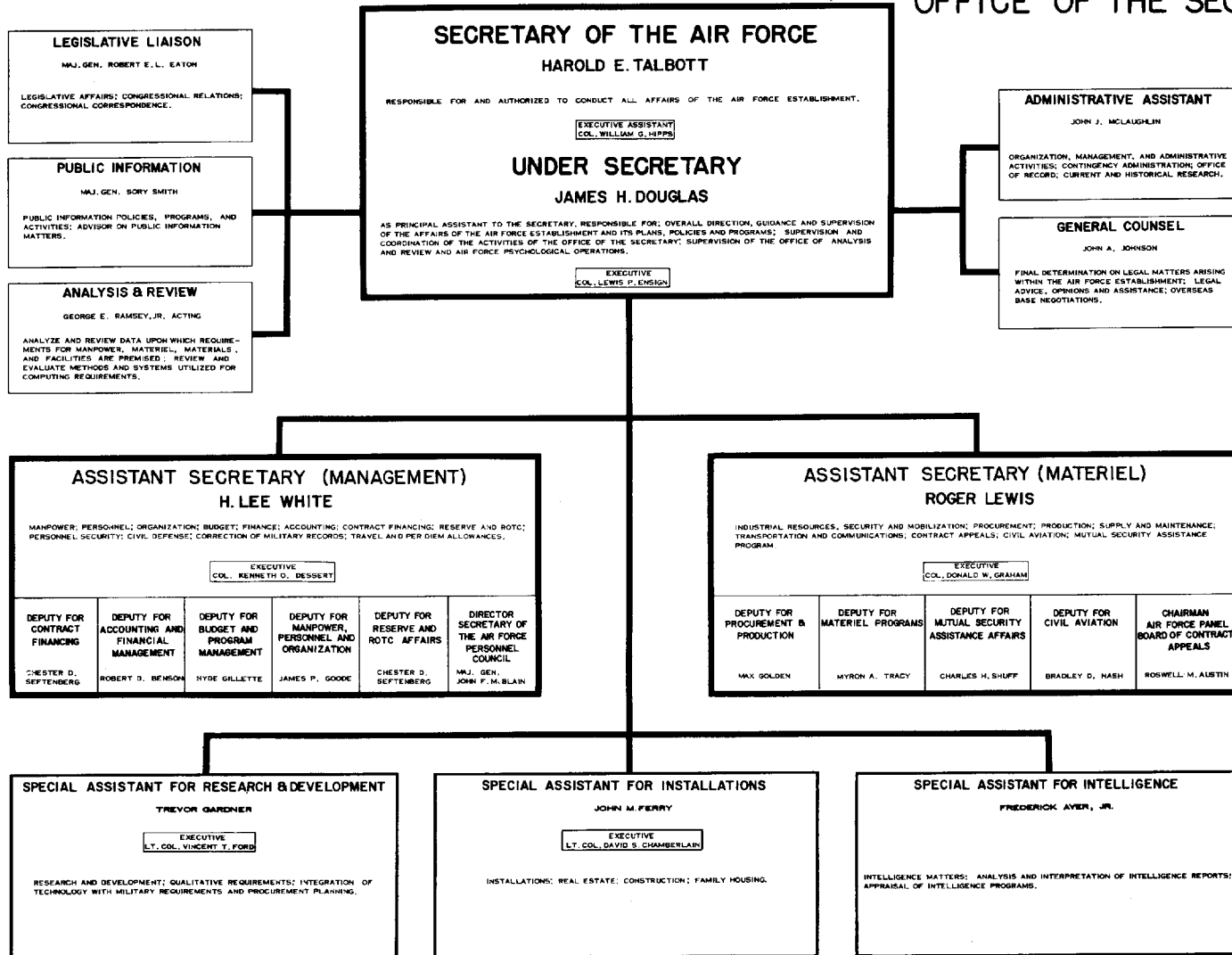
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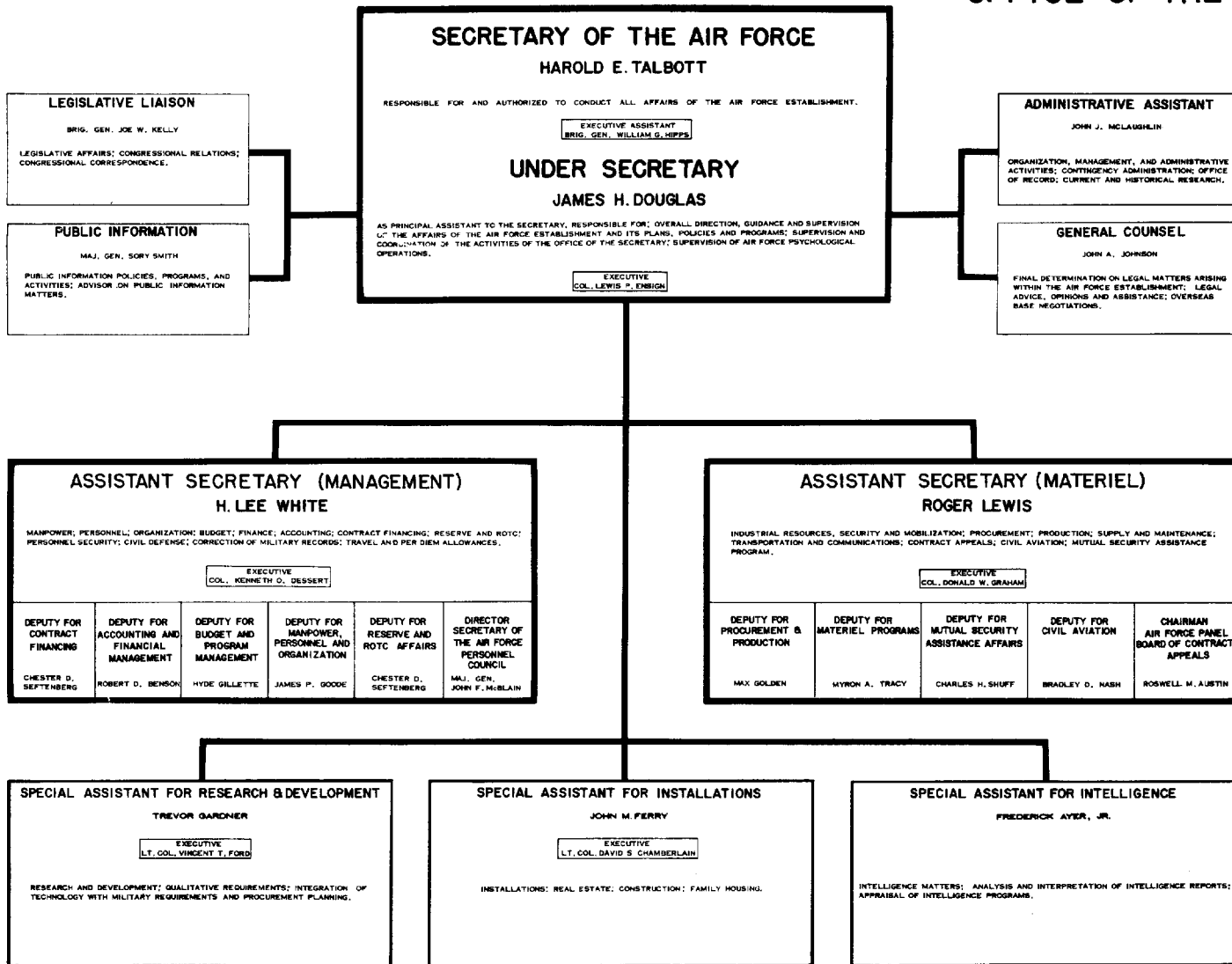




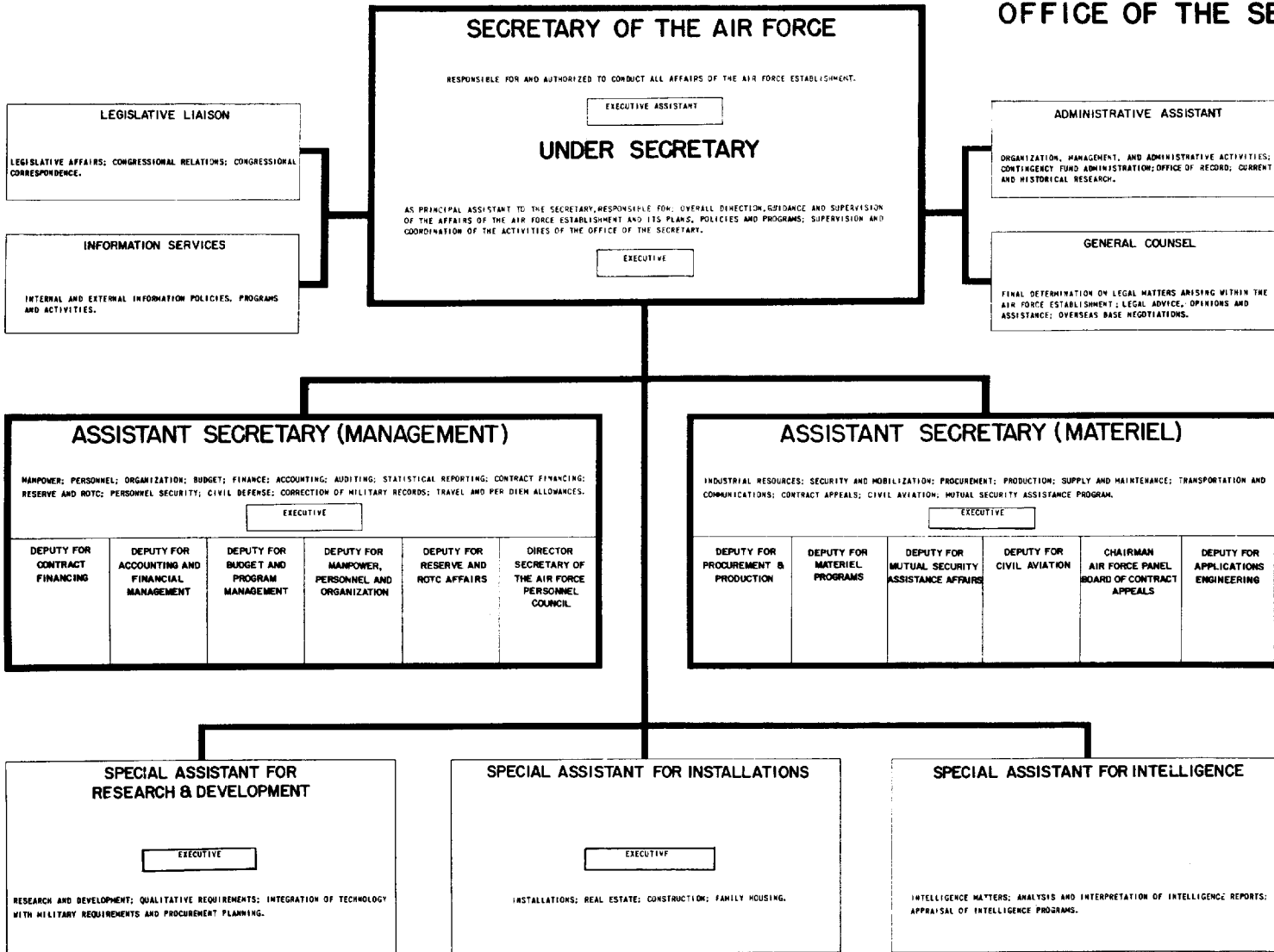
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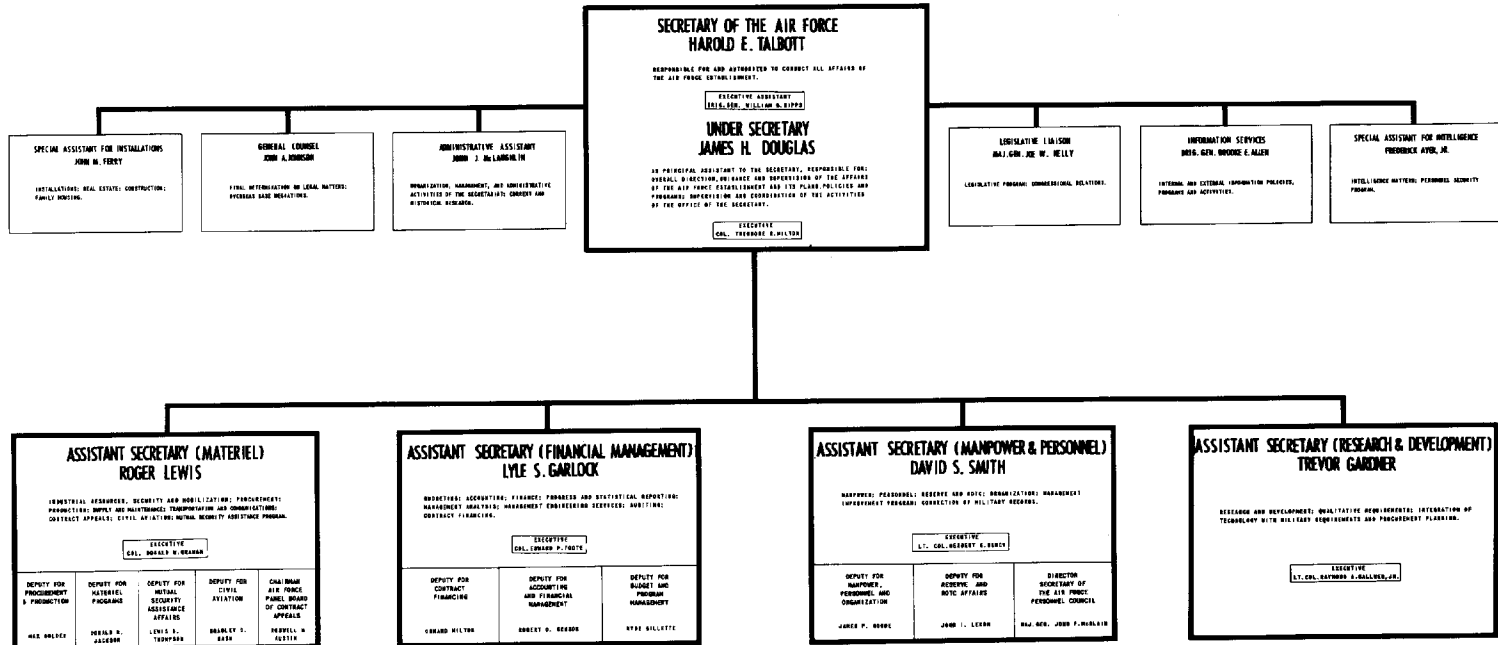
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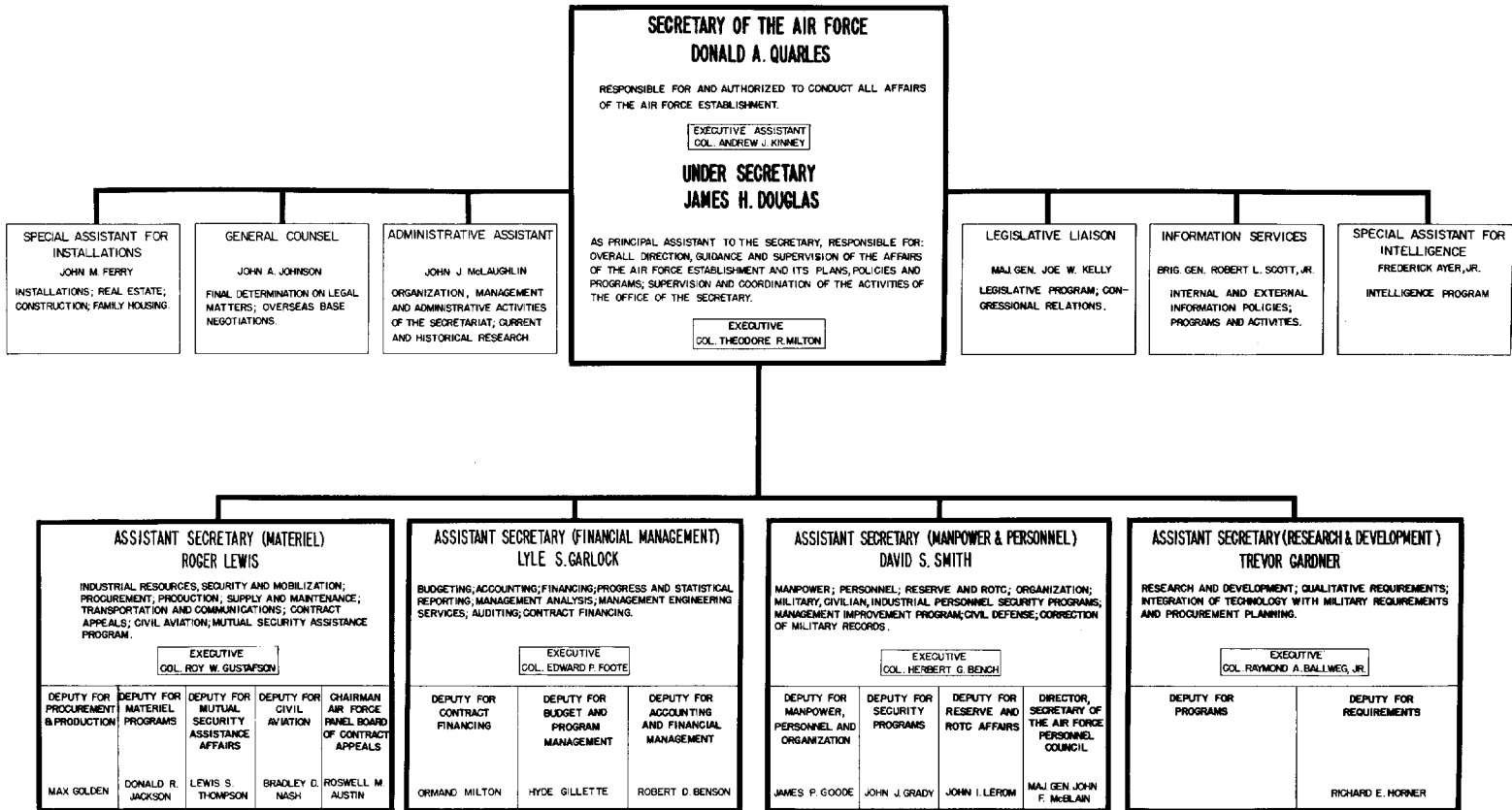
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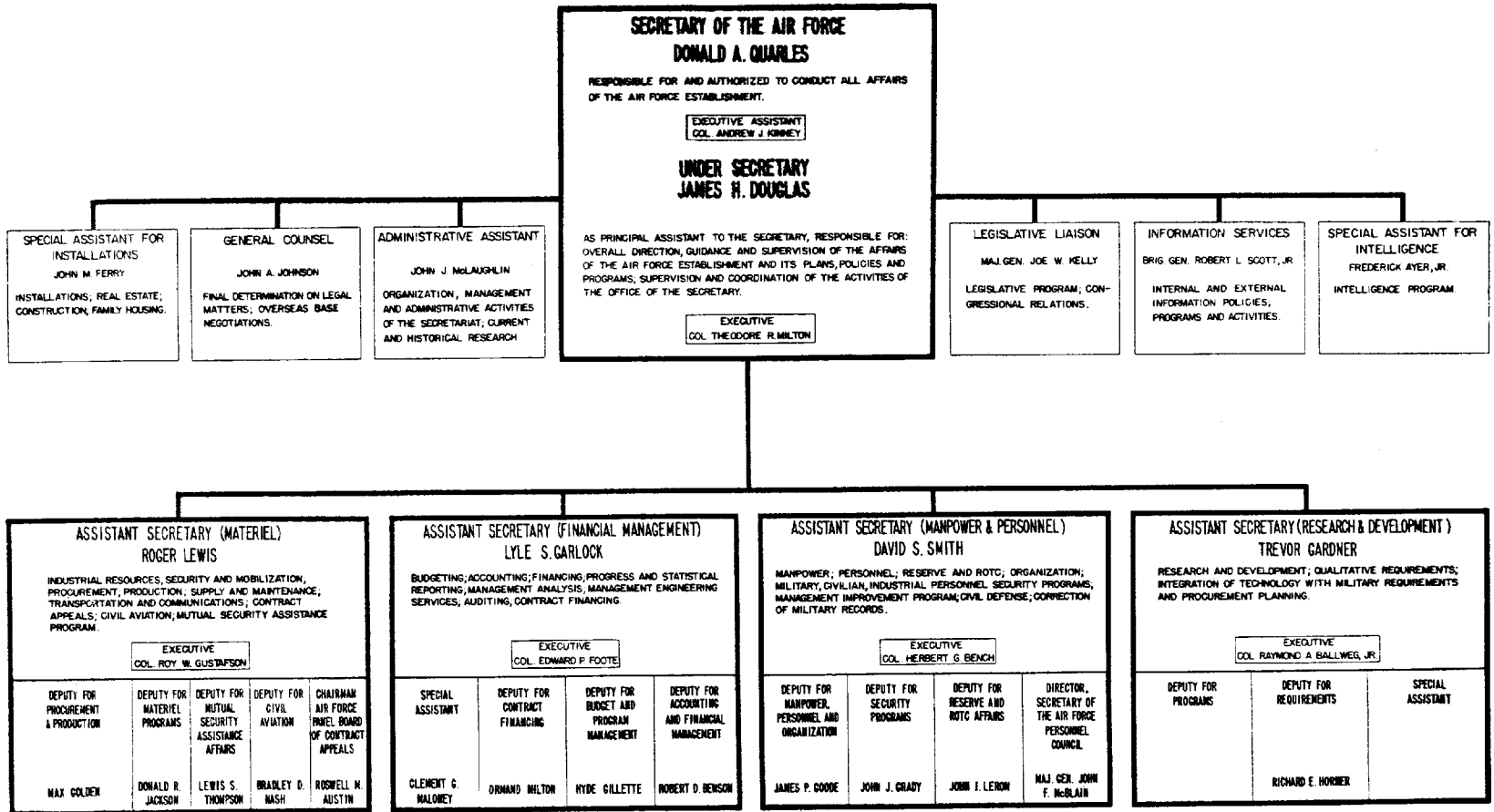
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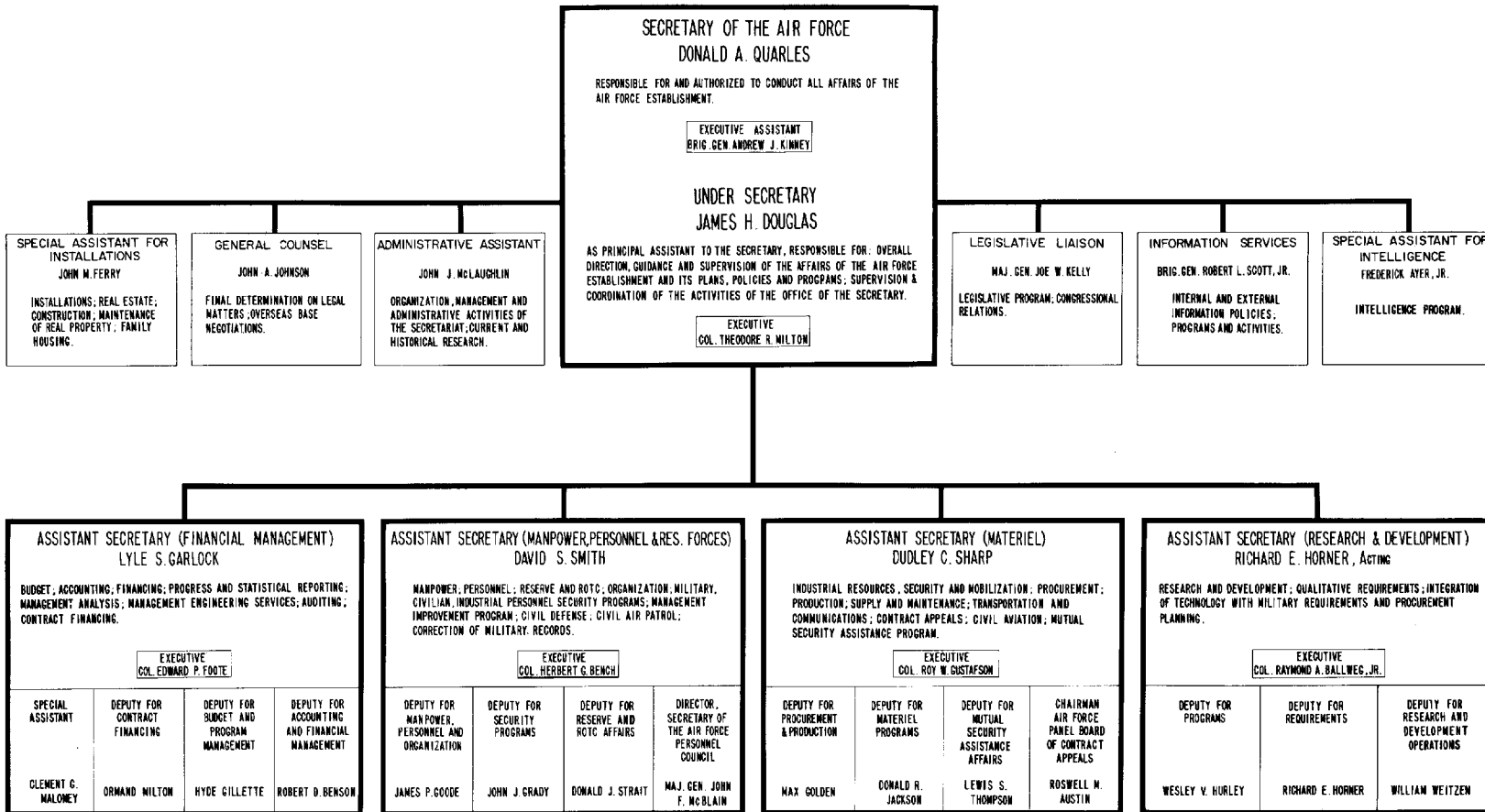
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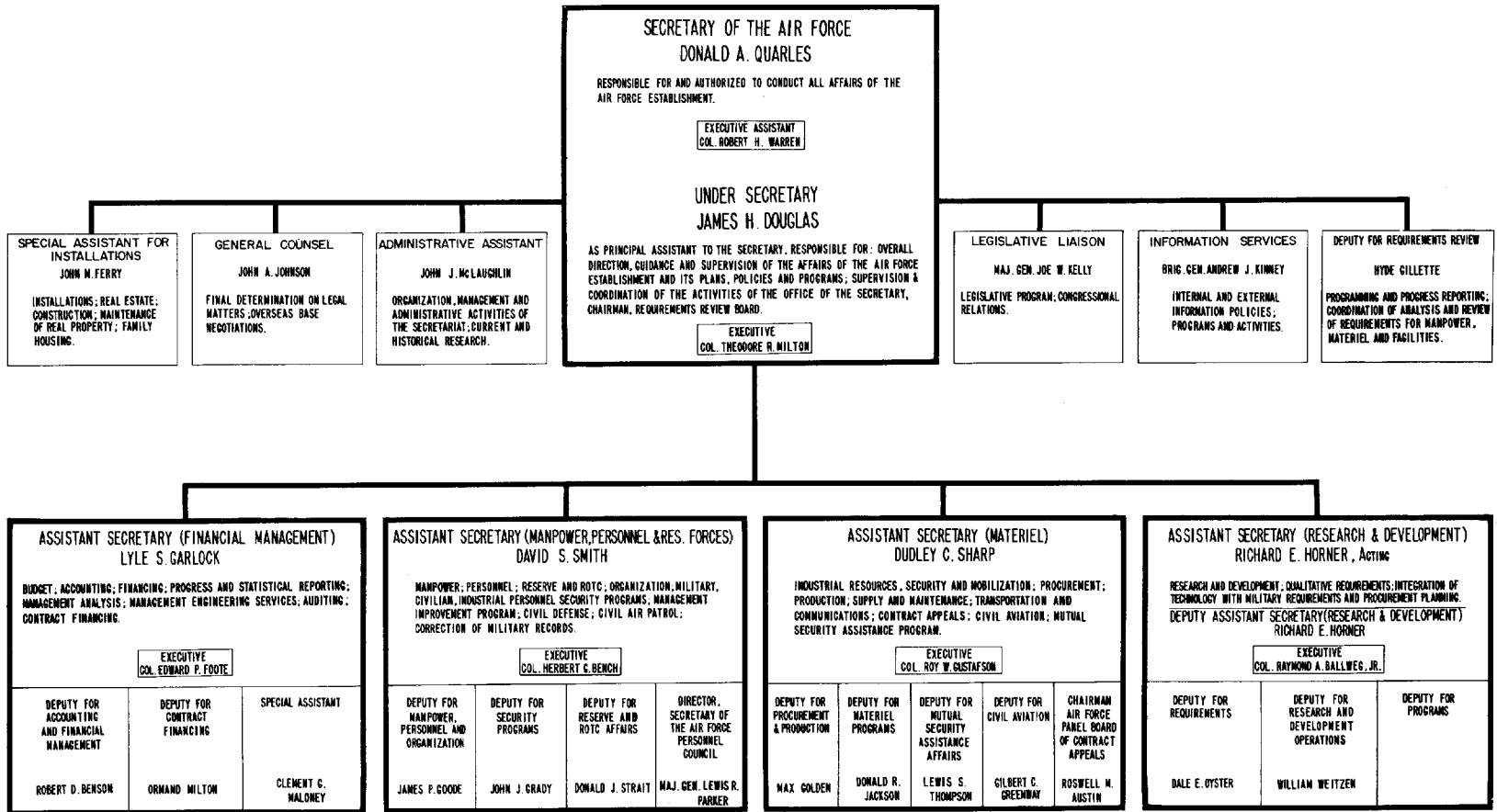
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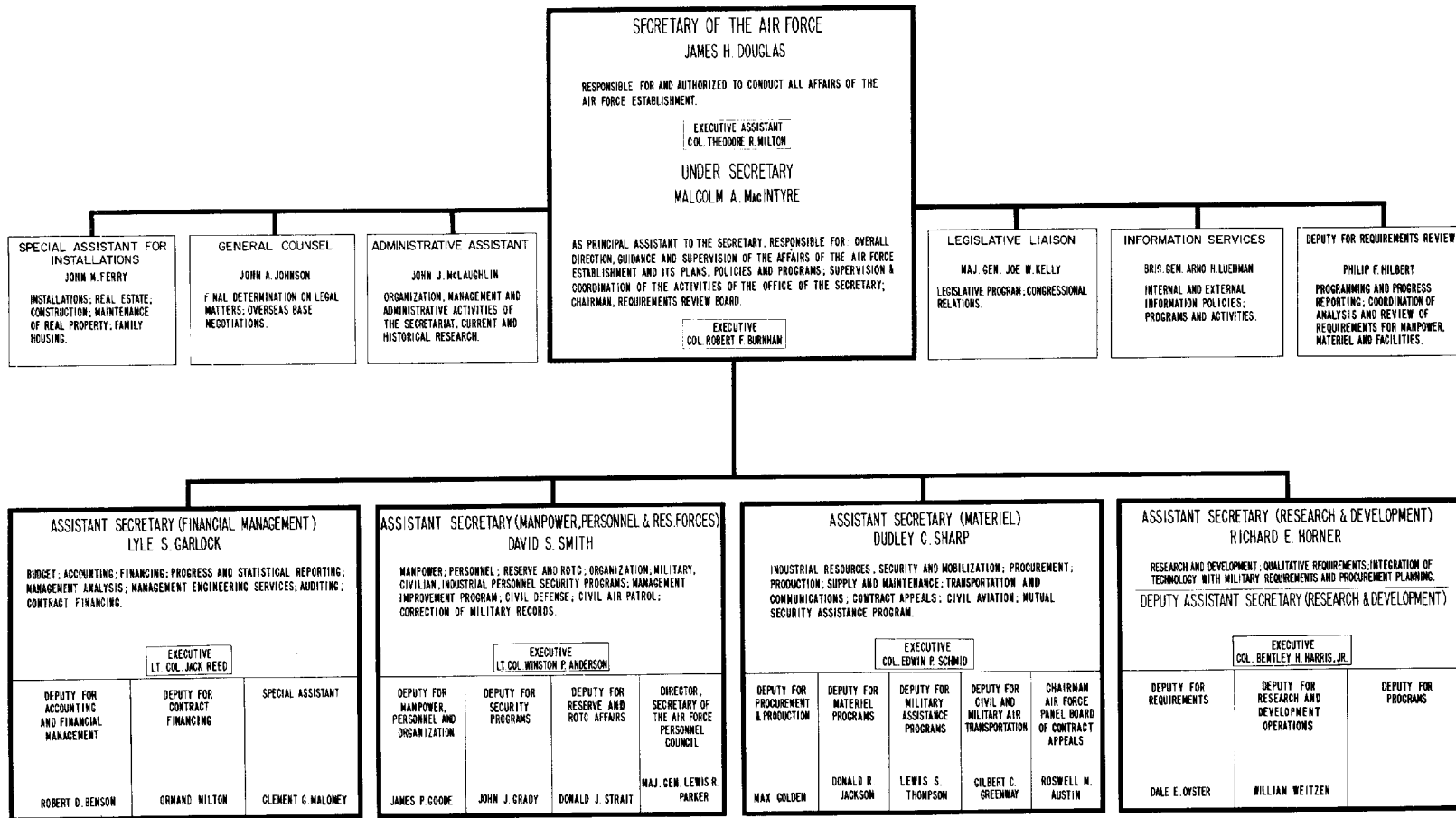
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OFFICE OF THE SECRETARY OF THE AIR FORCE

SECRETARY OF THE AIR FORCE
JAMES H. DOUGLAS

RESPONSIBLE FOR AND AUTHORIZED TO DIRECT ALL AFFAIRS OF THE AIR FORCE ESTABLISHMENT.

EXECUTIVE ASSISTANT
BRIG GEN THEODORE R. MILTON

UNDER SECRETARY
MALCOLM A. MacINTYRE

AS PRINCIPLE ASSISTANT TO THE SECRETARY, RESPONSIBLE FOR: OVERALL DIRECTION, GUIDANCE AND SUPERVISION OF THE AFFAIRS OF THE AIR FORCE ESTABLISHMENT AND ITS PLANS, POLICIES AND PROGRAMS. SUPERVISION AND COORDINATION OF THE ACTIVITIES OF THE OFFICE OF THE SECRETARY: CHAIRMAN, REQUIREMENTS REVIEW BOARD.

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SPECIAL ASSISTANT FOR
INSTALLATIONS
JOHN M. FERRY

INSTALLATIONS, REAL ESTATE,
CONSTRUCTION, MAINTENANCE
OF REAL PROPERTY, FAMILY
HOUSING.

GENERAL COUNSEL
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FINAL DETERMINATION ON LEGAL
MATTERS; OVERSEAS USE
NEGOTIATIONS.

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JOHN J. McLAUGHLIN

ORGANIZATION, MANAGEMENT AND
ADMINISTRATIVE ACTIVITIES OF
THE SECRETARIAT; CURRENT AND
HISTORICAL RESEARCH.

LEGISLATIVE LIAISON
MAJ. GEN. JOE W. KELLY

LEGISLATIVE PROGRAM;
CONGRESSIONAL RELATIONS.

INFORMATION SERVICES
MAJ. GEN. ARNO H. LUEHMANN

INTERNAL AND EXTERNAL INFORMATION
POLICIES; PROGRAMS & ACTIVITIES.

DEPUTY FOR REQUIREMENTS
REVIEW
PHILIP F. HILBERT

ANALYSIS AND REVIEW OF
REQUIREMENTS FOR MANPOWER,
MATERIEL AND FACILITIES.

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(FINANCIAL MANAGEMENT)
LYLE S. GARLOCK

BUDGET; ACCOUNTING; FINANCING; PROGRESS AND STATISTICAL
REPORTING; MANAGEMENT ANALYSIS; MANAGEMENT ENGINEERING
SERVICES; AUDITING; CONTRACT FINANCING.

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LT. COL. JACK REED

DEPUTY FOR
ACCOUNTING
AND FINANCIAL
MANAGEMENT

ROBERT D. BENSON

DEPUTY FOR
CONTRACT
FINANCING

ORLANDO MILTON

SPECIAL ASSISTANT

CLEMENT G. MALONEY

ASSISTANT SECRETARY
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DAVID M. SMITH

MANPOWER; PERSONNEL; RESERVE AND ROTC; ORGANIZATION;
MILITARY, CIVILIAN, INDUSTRIAL PERSONNEL SECURITY; CIVIL
DEFENSE; CIVIL AIR PATROL; CORRECTION OF MILITARY
RECORDS.

EXECUTIVE
LT. COL. WINSTON P. ANDERSON

DEPUTY FOR
MANPOWER,
PERSONNEL AND
ORGANIZATION

JAMES P. GOODE

DEPUTY FOR
SECURITY
PROGRAMS

JOHN J. GRADY

DEPUTY FOR
RESERVE AND
ROTC AFFAIRS

BENJAMIN W.
FRIDGE

DIRECTOR,
SECRETARY OF
THE AIR FORCE
PERSONNEL
COUNCIL

MAJ. GEN.
LEWIS R. PARKER

ASSISTANT SECRETARY
(MATERIEL)
DUDLEY C. SHARP

INDUSTRIAL RESOURCES, SECURITY & MOBILIZATION; PROCUREMENT;
PRODUCTION; SUPPLY & MAINTENANCE; TRANSPORTATION AND
COMMUNICATIONS; CONTRACT APPEALS; CIVIL AVIATION; MILITARY
ASSISTANCE PROGRAMS.

DEPUTY ASSISTANT SECRETARY
MAX GOLDEN

EXECUTIVE
COL. EDWIN F. SCHMID

DEPUTY FOR
MATERIEL
PROGRAMS

DONALD R.
JACKSON

DEPUTY FOR
MILITARY
ASSISTANCE
PROGRAMS

LEWIS S.
THOMPSON

DEPUTY FOR
CIVIL AND
MILITARY AIR
TRANSPORTATION

GILBERT C.
GREENWAY

CHAIRMAN
AIR FORCE
PANEL BOARD
OF CONTRACT
APPEALS

GEORGE W.
CRANFORD

ASSISTANT SECRETARY
(RESEARCH & DEVELOPMENT)
RICHARD E. HORNER

RESEARCH AND DEVELOPMENT; QUALITATIVE REQUIREMENTS;
INTEGRATION OF TECHNOLOGY WITH MILITARY REQUIREMENTS
AND PROCUREMENT PLANNING.

EXECUTIVE
COL. BENTLEY H. HARRIS, JR.

DEPUTY FOR
REQUIREMENTS

WILLIAM HEITZER

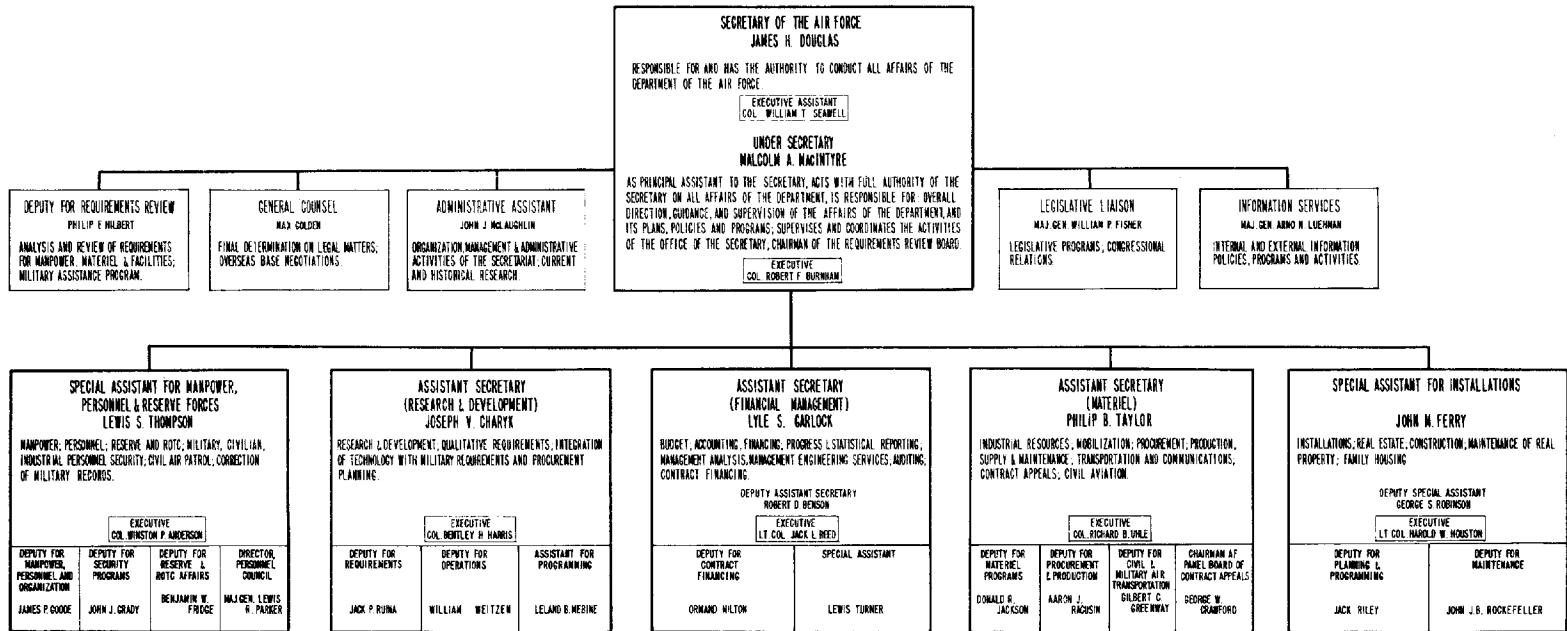
DEPUTY FOR
RESEARCH AND
DEVELOPMENT
OPERATIONS

WILLIAM HEITZER

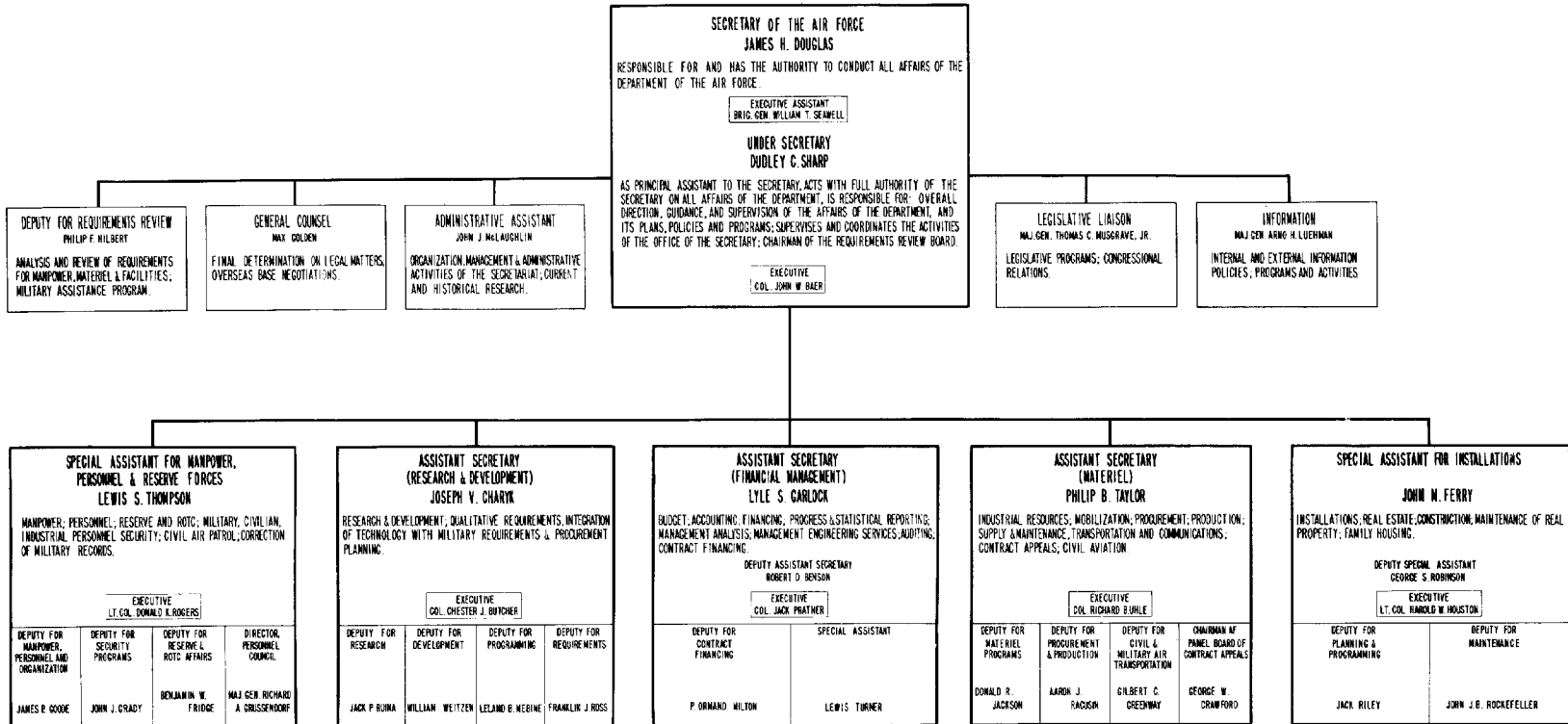
ASSISTANT FOR
PROGRAMMING

LELAND B. WEBER

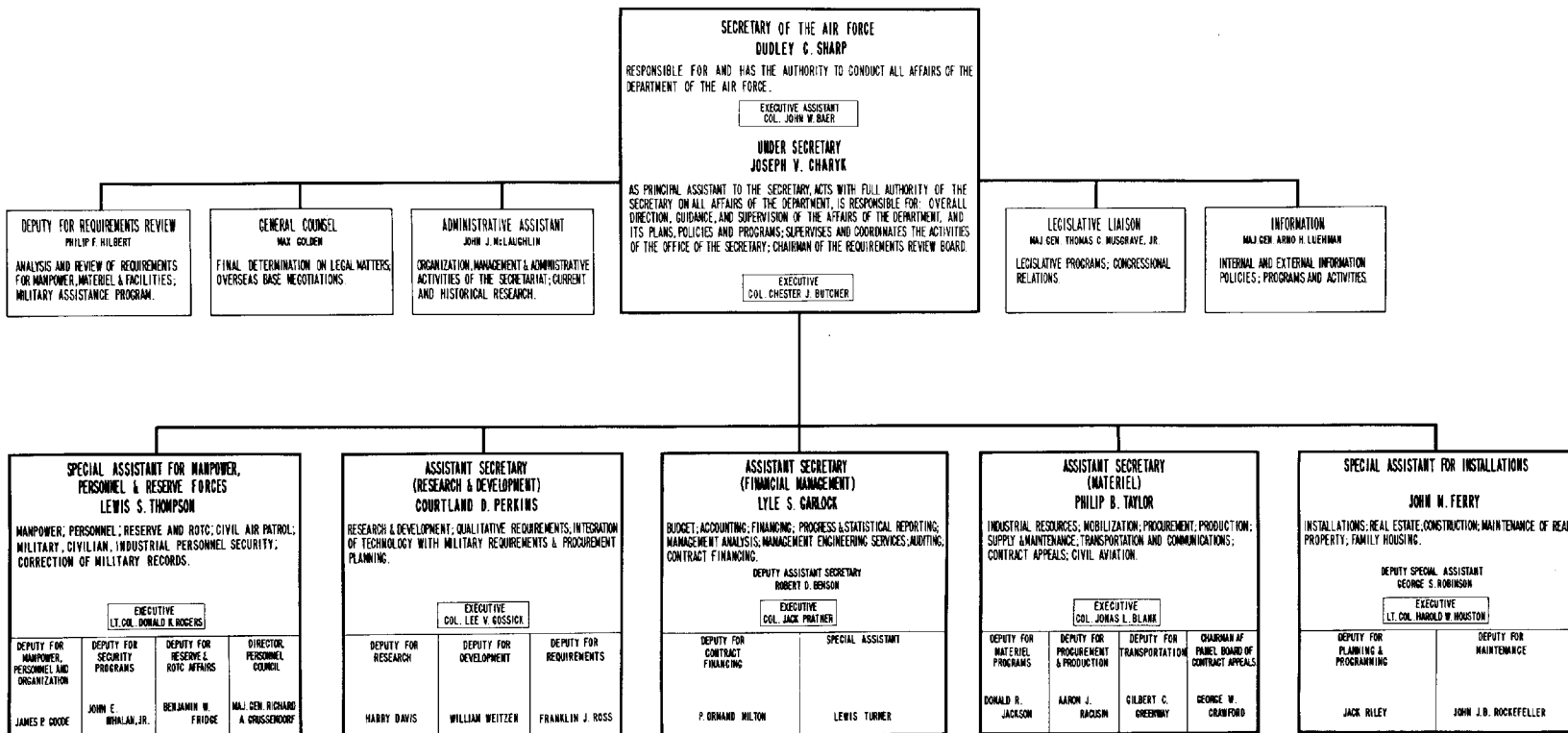
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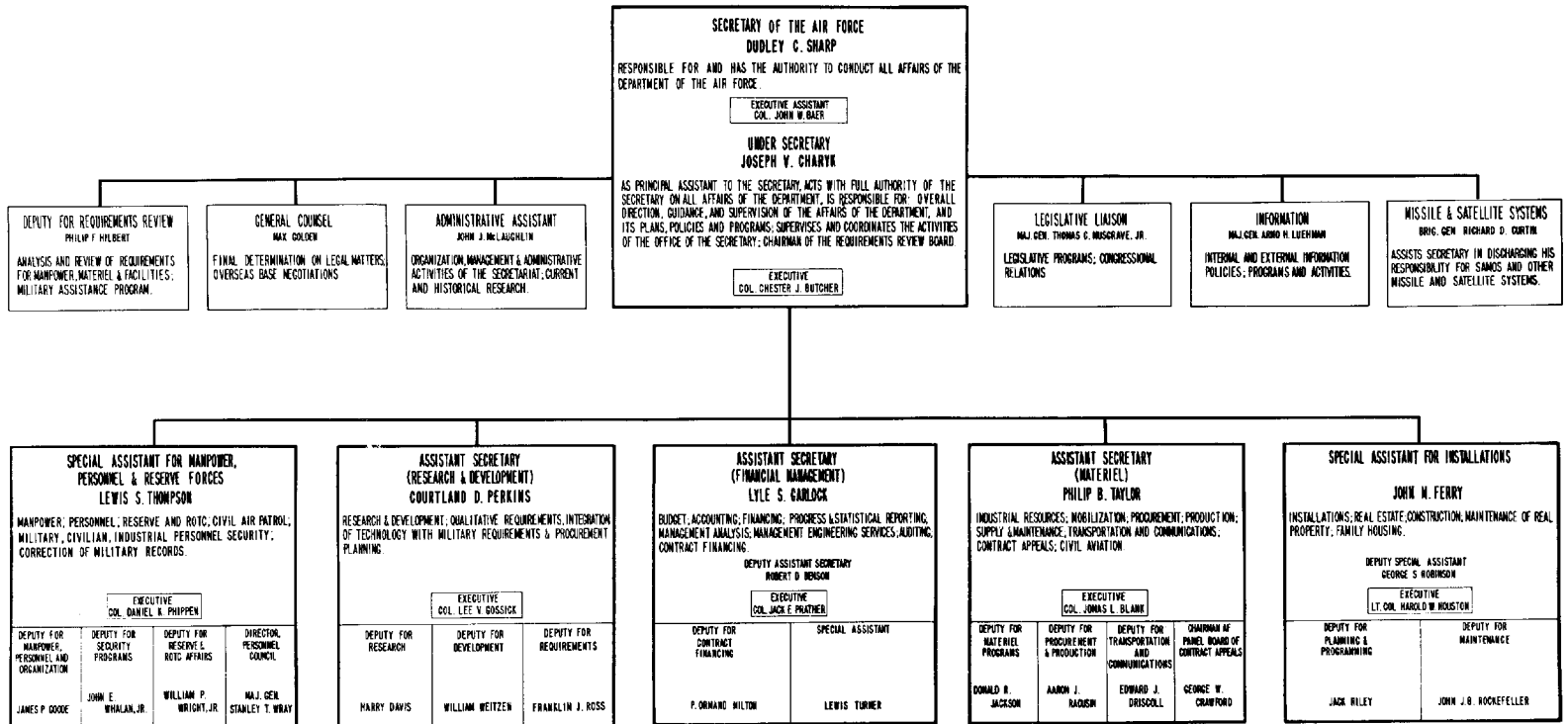
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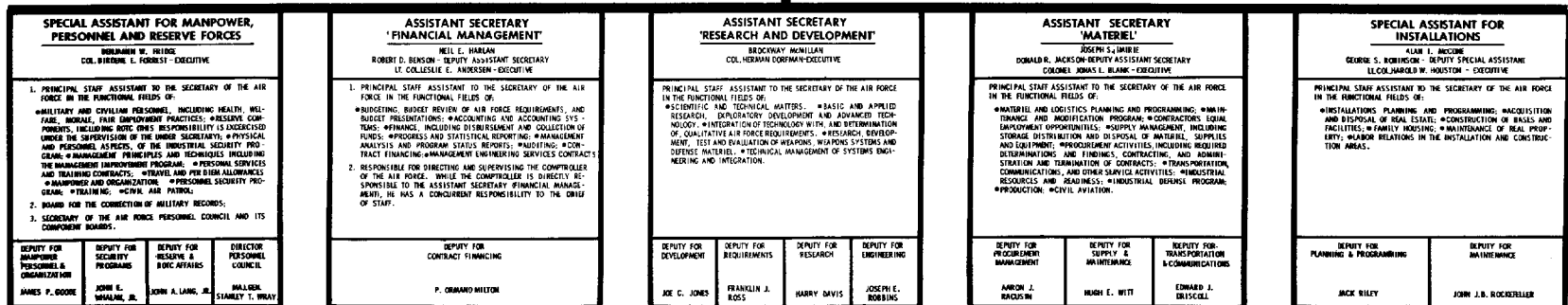
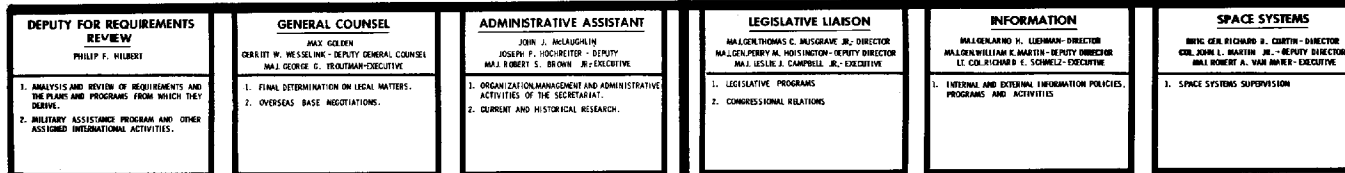
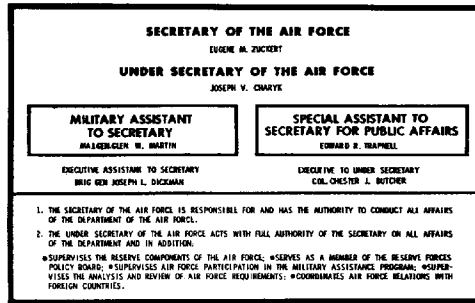
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OFFICE OF THE SECRETARY OF THE AIR FORCE



SECRETARY OF THE AIR FORCE
EUGENE M. ZUCKERT

UNDER SECRETARY OF THE AIR FORCE
BROCKWAY McMillan

EXECUTIVE ASSISTANT TO SECRETARY COL BUDDY R. DAUGHREY MILITARY ASSISTANT TO SECRETARY COLONEL ROBERT W. SWICK	SPECIAL ASSISTANT TO SECRETARY FOR PUBLIC AFFAIRS EDWARD B. TRAPNELL EXECUTIVE TO UNDER SECRETARY COLONEL JOHN H. STRAND
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1. THE SECRETARY OF THE AIR FORCE IS RESPONSIBLE FOR AND HAS THE AUTHORITY TO CONDUCT ALL AFFAIRS OF THE DEPARTMENT OF THE AIR FORCE.
 2. THE UNDER SECRETARY OF THE AIR FORCE ACTS WITH FULL AUTHORITY OF THE SECRETARY ON ALL AFFAIRS OF THE DEPARTMENT AND IN ADDITION SUPERVISES THE RESERVE COMPONENTS OF THE AIR FORCE. SERVES AS A MEMBER OF THE RESERVE FORCES POLICY BOARD. SUPERVISES AIR FORCE PARTICIPATION IN THE MILITARY ASSISTANCE PROGRAM. SUPERVISES THE ANALYSIS AND REVIEW OF AIR FORCE REQUIREMENTS. COORDINATES AIR FORCE RELATIONS WITH FOREIGN COUNTRIES.

DEPUTY FOR REQUIREMENTS REVIEW PHILIP F. HILBERT 1. ANALYSIS AND REVIEW OF REQUIREMENTS AND THE PLANS AND PROGRAMS FROM WHICH THEY DERIVE. 2. MILITARY ASSISTANCE PROGRAM AND OTHER ASSIGNED INTERNATIONAL ACTIVITIES.	GENERAL COUNSEL GERRIT M. WESSELINK - ACTING MAJ JAMES L. GAULIER - EXECUTIVE 1. FINAL DETERMINATION ON LEGAL MATTERS. 2. OVERSEAS BASE NEGOTIATIONS.	ADMINISTRATIVE ASSISTANT JOSEPH P. HOCHREITER - ACTING LT COL FRANK J. SYMOKATIS - EXECUTIVE 1. ORGANIZATION, MANAGEMENT AND ADMINISTRATIVE ACTIVITIES OF THE SECRETARIAT. 2. CURRENT AND HISTORICAL RECORD.	LEGISLATIVE LIAISON MAJ GEN PERRY W. HOLSTINGTON, II - DIRECTOR BRIG GEN THOMAS G. CORBIN - DEPUTY DIRECTOR MAJ JACOB R. BENSON - EXECUTIVE 1. LEGISLATIVE PROGRAMS. 2. CONGRESSIONAL RELATIONS.	INFORMATION MAJ GEN WILLIAM K. MARTIN - DIRECTOR COL MAURICE F. CASEY - DEPUTY DIRECTOR LT COL KENNETH L. SANDVIG - EXECUTIVE 1. INTERNAL AND EXTERNAL INFORMATION POLICIES, PROGRAMS AND ACTIVITIES.	SPACE SYSTEMS BRIG GEN JOHN L. MARTIN, JR. - DIRECTOR LT COL ROBERT A. VAN ASSHALL - EXECUTIVE 1. SPACE SYSTEMS SUPERVISION.
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SPECIAL ASSISTANT FOR MANPOWER, PERSONNEL AND RESERVE FORCES BENJAMIN W. FRIEDR COL BIRGNE E. FORREST - EXECUTIVE 1. PRINCIPAL STAFF ASSISTANT TO THE SECRETARY OF THE AIR FORCE RELATIVE TO: *MANPOWER AND ORGANIZATION *MILITARY AND CIVILIAN PERSONNEL, INCLUDING HEALTH, WELFARE, MORALE, AND EQUAL IN-HOUSE EMPLOYMENT OPPORTUNITIES *RESERVE COMPONENTS, THE AIR NATIONAL GUARD AND THE AIR FORCE RESERVE OFFICES TRAINING GROUPS THIS RESPONSIBILITY IS DELEGATED UNDER THE SUPERVISION OF THE UNDER SECRETARY *CIVIL AIR PAROLE *MILITARY AND CIVILIAN PERSONNEL SECURITY PROGRAMS *DIMENSIONAL, INTERNATIONAL, PHYSICAL, AND PERSONNEL ASPECTS OF THE INDUSTRIAL SECURITY PROGRAM *TRAINING, MANAGEMENT PRINCIPLES AND TECHNIQUES, INCLUDING THE MANAGEMENT IMPROVEMENT PROGRAM *CONTRACTS FOR PERSONAL SERVICES AND TRAINING *TRAVEL AND PER DIEM ALLOWANCES. 2. BOARD FOR THE CORRECTION OF MILITARY RECORDS. 3. SECRETARY OF THE AIR FORCE PERSONNEL COUNCIL AND ITS COMMANDER BOARDS.	ASSISTANT SECRETARY 'MATERIAL' JOSEPH S. EMIRIE DONALD R. JACKSON - DEPUTY ASSISTANT SECRETARY COL ALLEN B. GASTON - EXECUTIVE PRINCIPAL STAFF ASSISTANT TO THE SECRETARY OF THE AIR FORCE RELATIVE TO: *AVIATION, INCLUDING THE DEPARTMENT OF DEFENSE/FEDERAL AVIATION AGENCY ADVISORY GROUP, AND THE INTERAGENCY GROUP FOR INTERNATIONAL AVIATION MATTERS *PROCUREMENT ACTIVITIES, INCLUDING REQUIRED DETERMINATIONS AND FINANCING, CONTRACTING, AND ADMINISTRATION AND TERMINATION OF CONTRACTS *SUPPLY MANAGEMENT, INCLUDING REQUIREMENTS DETERMINATIONS, STORAGE, DISTRIBUTION, AND DISPOSAL OF ALL MATERIEL *PRODUCTION AND CONTRACT MANAGEMENT OF WEAPONS SYSTEMS *EQUIPMENT MAINTENANCE AND REPAIR/RECONSTRUCTION *TRANSPORTATION, COMMUNICATIONS, AND OTHER SERVICE ACTIVITIES *PRODUCTION *CONTRACTORS EQUAL EMPLOYMENT OPPORTUNITIES *MATERIAL AND LOGISTICS PLANNING AND PROGRAMMING *INDUSTRIAL DEFENSE PROGRAM *INDUSTRIAL RESOURCES AND READINESS *LOSS REDUCTION PROGRAM *RECONSTRUCTION AFFAIRS, CONTRACT APPRAISAL, AND RELATED ACTIVITIES *ECONOMIC UTILIZATION POLICY *CIVIL AVIATION DEPUTY FOR PROCUREMENT MANAGEMENT: AARON J. RUCINSKI DEPUTY FOR SUPPLY & MAINTENANCE: RICH E. WEIT DEPUTY FOR TRANSPORTATION & COMMUNICATIONS: JOHN W. PERRY (ACTING)	ASSISTANT SECRETARY 'FINANCIAL MANAGEMENT' NEIL E. HARLAN POWERY D. BENSON - DEPUTY ASSISTANT SECRETARY LT COL WILLIAM D. CONKLIN - EXECUTIVE 1. PRINCIPAL STAFF ASSISTANT TO THE SECRETARY OF THE AIR FORCE RELATIVE TO: *THE AIR FORCE PROGRAMMING PROCESSES AND THE PREPARATION AND VALIDATION OF ALL PROGRAM DOCUMENTATION, INCLUDING PROGRAM CHANGE PROPOSALS AND OTHER ADJUSTMENTS *BUDGETING, BUDGET REVIEW OF AIR FORCE REQUIREMENTS, AND BUDGET PRESENTATIONS *ACCOUNTING AND ACCOUNTING SYSTEMS *FINANCE, INCLUDING DISBURSEMENT AND COLLECTION OF FUNDS *PROGRESS AND STATISTICAL REPORTING, AND INTERPRETATION OF CASH MANAGEMENT DATA *MANAGEMENT ANALYSIS AND SPECIAL PROGRAM STATUS REPORTS *CONTRACTS FOR MANAGEMENT/ENGINEERING SERVICES *AUDITING *CONTRACT FINANCING. 2. RESPONSIBLE FOR DIRECTING AND SUPERVISING THE COMPTROLLER OF THE AIR FORCE. WHILE THE COMPTROLLER IS DIRECTLY RESPONSIBLE TO THE ASSISTANT SECRETARY OF FINANCIAL MANAGEMENT, HE HAS CONCURRENT RESPONSIBILITY TO THE CHIEF OF STAFF. DEPUTY FOR FINANCIAL ANALYSIS: JOHN J. HOLLERAN (ACTING) DEPUTY FOR CONTRACT FINANCING: P. DRAMOND MILLON DEPUTY FOR MANAGEMENT SYSTEMS:	ASSISTANT SECRETARY 'RESEARCH AND DEVELOPMENT' ALEXANDER H. FEAR LT COL RICHARD L. JOHNSON - EXECUTIVE PRINCIPAL STAFF ASSISTANT TO THE SECRETARY OF THE AIR FORCE RELATIVE TO: *SCIENTIFIC AND TECHNICAL MATTERS *BASIC AND APPLIED RESEARCH, EXPERIMENTAL DEVELOPMENT AND ADVANCED TECHNOLOGY *INTEGRATION OF TECHNOLOGY WITH, AND DETERMINATION OF, QUALITATIVE AIR FORCE REQUIREMENTS *RESEARCH, DEVELOPMENT, TEST AND EVALUATION OF WEAPONS, WEAPONS SYSTEMS, AND DEFENSE MATERIEL *TECHNICAL MANAGEMENT OF SYSTEMS ENGINEERING AND INTEGRATION. DEPUTY FOR DEVELOPMENT: JOE C. JONES DEPUTY FOR REQUIREMENTS: FRANKLIN J. ROSS DEPUTY FOR RESEARCH: HARRY DAVIS DEPUTY FOR ENGINEERING: THOMAS H. DALZITE	SPECIAL ASSISTANT FOR INSTALLATIONS ALAN I. MCCOY GEORGE S. ROBINSON - DEPUTY SPECIAL ASSISTANT LT COL ROBERT G. JOHNSON - EXECUTIVE PRINCIPAL STAFF ASSISTANT TO THE SECRETARY OF THE AIR FORCE RELATIVE TO: *INSTALLATIONS PLANNING AND PROGRAMMING *ACQUISITION AND DISPOSAL OF REAL ESTATE *CONSTRUCTION OF BASES AND FACILITIES *FAMILY HOUSING MAINTENANCE OF REAL PROPERTY DEPUTY FOR PLANNING & PROGRAMMING: JACK RILEY DEPUTY FOR MAINTENANCE: CARL W. ANDERSON
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SECRETARY OF THE AIR FORCE
EUGENE M. ZUCKERT

SPECIAL ASSISTANT FOR PUBLIC AFFAIRS EDWARD R. TRAPNELL	EXECUTIVE ASSISTANT COL BUDDY R. DAUGHTREY	MILITARY ASSISTANT COL WILLIAM V. McBRIDE
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UNDER SECRETARY OF THE AIR FORCE
BROCKWAY McMILLAN

EXECUTIVE ASSISTANT
COL JOHN H. STRAND

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- SERVES AS A MEMBER OF THE RESERVE FORCES POLICY BOARD
- DIRECTS AND SUPERVISES THE INTERNATIONAL ACTIVITIES OF THE DEPARTMENT

<p style="text-align: center;">GENERAL COUNSEL</p> <p style="text-align: center; font-size: x-small;">GERHIT W. WESSELLINK MAJ JAMES L. GAGNIER - EXECUTIVE</p> <ol style="list-style-type: none"> 1. FINAL DETERMINATION ON LEGAL MATTERS. 2. OVERSEAS BASE NEGOTIATIONS. 	<p style="text-align: center;">ADMINISTRATIVE ASSISTANT</p> <p style="text-align: center; font-size: x-small;">JOHN A. LANG, JR. JOSEPH P. HOCHREITER - DEPUTY LT COL FRANK J. SIMONAKIUS - EXECUTIVE</p> <ol style="list-style-type: none"> 1. ORGANIZATION, MANAGEMENT AND ADMINISTRATIVE ACTIVITIES OF THE SECRETARIAT. 2. CURRENT AND HISTORICAL RESEARCH. 	<p style="text-align: center;">LEGISLATIVE LIAISON</p> <p style="text-align: center; font-size: x-small;">MAJ GEN PERRY M. HODGINS/DA, II - DIRECTOR BRIG GEN THOMAS G. CORBIN - DEPUTY DIRECTOR Maj JACK A. BENSON - EXECUTIVE</p> <ol style="list-style-type: none"> 1. LEGISLATIVE PROGRAMS. 2. CONGRESSIONAL RELATIONS. 	<p style="text-align: center;">INFORMATION</p> <p style="text-align: center; font-size: x-small;">MAJ GEN EUGENE S. DEBAILY - DIRECTOR COL HAROLD R. CASHY - DEPUTY DIRECTOR LT COL KENNETH L. SARNOVIC - EXECUTIVE</p> <ol style="list-style-type: none"> 1. INTERNAL AND EXTERNAL INFORMATION POLICIES, PROGRAMS AND ACTIVITIES. 	<p style="text-align: center;">SPACE SYSTEMS</p> <p style="text-align: center; font-size: x-small;">BRIG GEN JOHN L. MARTIN, JR. - DIRECTOR LT COL ROBERT A. VAN ARSDALE - EXECUTIVE</p> <ol style="list-style-type: none"> 1. SPACE SYSTEMS SUPERVISION.
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UNDER SECRETARY OF THE AIR FORCE

NORMAN PAUL

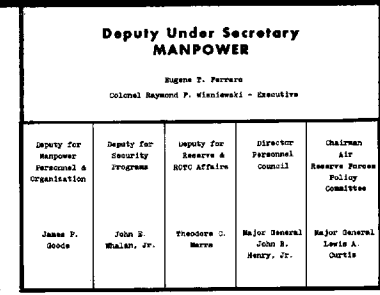
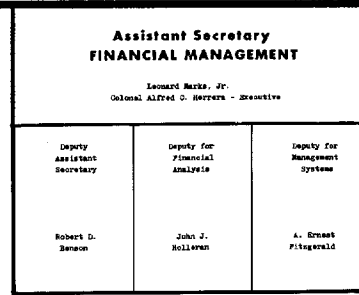
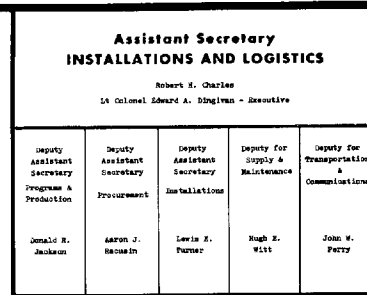
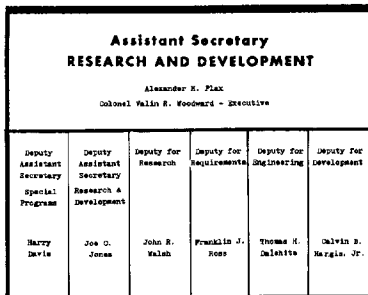
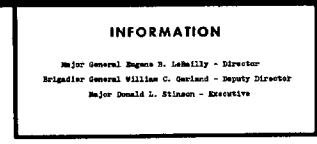
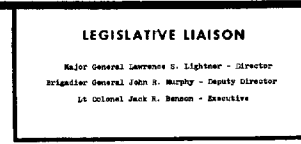
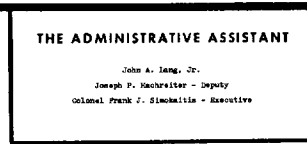
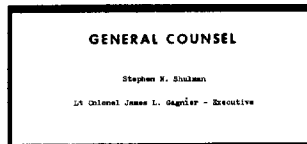
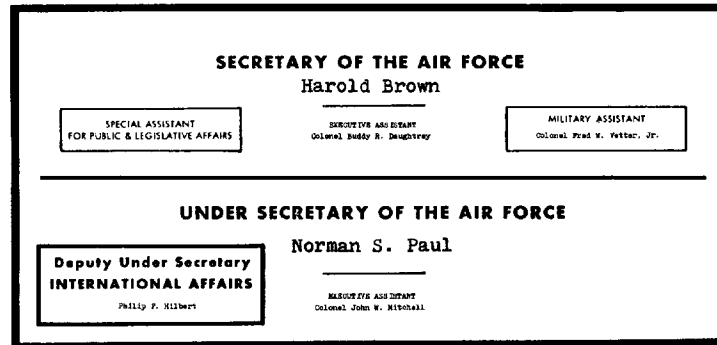
EXECUTIVE ASSISTANT
COL JOHN W. MITCHELL

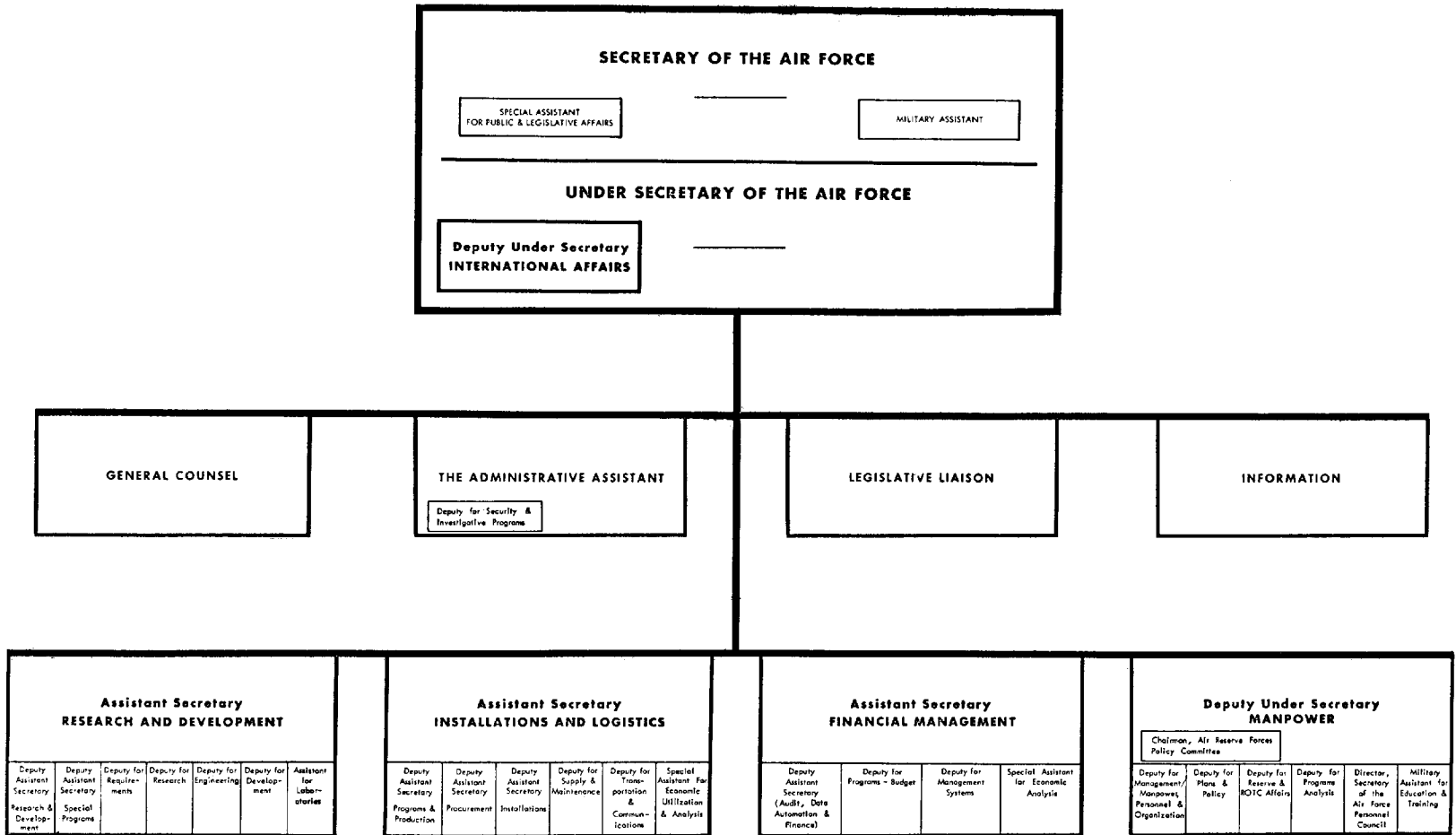
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JONES	FRANKLIN J. ROSS	HARRY DAVIS	THOMAS H. DALHITE	<p>ASSISTANT SECRETARY INSTALLATIONS AND LOGISTICS</p> <p>ROBERT F. CHARLES DONALD R. JACKSON - DEPUTY ASSISTANT SECRETARY COL ALLEN B. GASTON - EXECUTIVE</p> <p>PRINCIPAL STAFF ASSISTANT TO THE SECRETARY OF THE AIR FORCE RELATIVE TO:</p> <ul style="list-style-type: none"> • PRODUCTION AND CONTRACT MANAGEMENT OF WEAPON SYSTEMS. • INDUSTRIAL DEFENSE PROGRAM. • INDUSTRIAL RESOURCES AND READINESS. • PROCUREMENT ACTIVITIES, INCLUDING SECURED DETERMINATIONS AND FINDINGS, CONTRACTING, AND ADMINISTRATION AND TERMINATION OF CONTRACTS. • CONTRACTORS' EQUAL EMPLOYMENT OPPORTUNITIES. • RENEGOTIATION MATTERS, CONTRACT APPEALS, AND RELATED ACTIVITIES. • CONTRACT ADJUSTMENT BOARD MATTERS. • SMALL BUSINESS. • CANADIAN PRODUCTION AND DEVELOPMENT SHARING PROGRAM. • SUPPLY MANAGEMENT, INCLUDING REQUIREMENTS DETERMINATIONS, STORAGE, DISTRIBUTION, AND DISPOSAL OF ALL MATERIEL. • EQUIPMENT MAINTENANCE AND MODIFICATION MANAGEMENT. • INTERNATIONAL LOGISTICS PROGRAM. • MATERIEL AND LOGISTICS PLANNING AND PROGRAMMING. • COST REDUCTION PROGRAM. • INSTALLATIONS PLANNING AND PROGRAMMING. • ACQUISITION AND DISPOSAL OF REAL ESTATE. • CONSTRUCTION OF BASES AND FACILITIES. • FAMILY HOUSING. • MAINTENANCE OF REAL PROPERTY. • CIVIL AVIATION, INCLUDING THE DEPARTMENT OF DEFENSE ADVISORY COMMITTEE ON FEDERAL AVIATION, AND THE INTER-AGENCY GROUP ON INTERNATIONAL AVIATION. • TRANSPORTATION, COMMUNICATIONS, AND OTHER SERVICE ACTIVITIES. • ECONOMIC UTILIZATION POLICY. <table border="1" data-bbox="487 1123 899 1194"> <tr> <td>DEPUTY FOR PROCUREMENT MANAGEMENT</td> <td>DEPUTY FOR SUPPLY & MAINTENANCE</td> <td>DEPUTY FOR TRANSPORTATION & COMMUNICATIONS</td> <td>DEPUTY FOR INSTALLATIONS</td> </tr> <tr> <td>AARON J. KACUSIN</td> <td>NORM E. WITT</td> <td>JOHN W. PERRY</td> <td>LEWIS E. TURNER</td> </tr> </table>	DEPUTY FOR PROCUREMENT MANAGEMENT	DEPUTY FOR SUPPLY & MAINTENANCE	DEPUTY FOR TRANSPORTATION & COMMUNICATIONS	DEPUTY FOR INSTALLATIONS	AARON J. KACUSIN	NORM E. WITT	JOHN W. PERRY	LEWIS E. TURNER	<p>ASSISTANT SECRETARY FINANCIAL MANAGEMENT</p> <p>LEONARD MARKS, JR. ROBERT D. RYNSON - DEPUTY ASSISTANT SECRETARY COL JAMES C. SIVRES - EXECUTIVE</p> <ol style="list-style-type: none"> 1. PRINCIPAL STAFF ASSISTANT TO THE SECRETARY OF THE AIR FORCE RELATIVE TO: <ul style="list-style-type: none"> • THE AIR FORCE PROGRAMMING PROCESSES AND THE PREPARATION AND VALIDATION OF ALL PROGRAM DOCUMENTATION, INCLUDING PROGRAM CHANGE PROPOSALS AND OTHER ADJUSTMENTS. • BUDGETING, FUND MANAGEMENT AND COST CONTROL. • ACCOUNTING AND ACCOUNTING SYSTEMS. • FINANCE, INCLUDING DISBURSEMENT AND COLLECTION OF FUNDS. • DEVELOPMENT AND APPLICATION OF MANAGEMENT INFORMATION SYSTEMS, PROGRESS AND STATISTICAL REPORTING, SPECIAL PROGRAM STATUS REPORTS, AND INTERPRETATION OF SUCH MANAGEMENT DATA. • AUDITING. • CONTRACTS FOR MANAGEMENT ENGINEERING SERVICES. • CONTRACT FINANCING. • AUTOMATIC DATA PROCESSING EQUIPMENT (ADPE), AND IS THE AIR FORCE SENIOR AIR FORCE OFFICIAL IN THIS AREA. 2. RESPONSIBLE FOR DIRECTING AND SUPERVISING THE CONTROLLER OF THE AIR FORCE, WHILE THE CONTROLLER IS DIRECTLY RESPONSIBLE TO THE ASSISTANT SECRETARY'S FINANCIAL MANAGEMENT. HE HAS A CONCURRENT RESPONSIBILITY TO THE CHIEF OF STAFF. <table border="1" data-bbox="899 1123 1317 1194"> <tr> <td>DEPUTY FOR FINANCIAL ANALYSIS</td> <td>DEPUTY FOR MANAGEMENT SYSTEMS</td> </tr> <tr> <td>JOHN J. HOLLERAN</td> <td>A. ERNEST FITZGERALD</td> </tr> </table>	DEPUTY FOR FINANCIAL ANALYSIS	DEPUTY FOR MANAGEMENT SYSTEMS	JOHN J. HOLLERAN	A. ERNEST FITZGERALD	<p>SPECIAL ASSISTANT FOR MANPOWER, PERSONNEL AND RESERVE FORCES</p> <p>JOHN A. LANG, JR. (ACTING) COL RAYMOND F. WISNIEWSKI - EXECUTIVE</p> <ol style="list-style-type: none"> 1. PRINCIPAL STAFF ASSISTANT TO THE SECRETARY OF THE AIR FORCE RELATIVE TO: <ul style="list-style-type: none"> • MANPOWER AND ORGANIZATION. • MILITARY AND CIVILIAN PERSONNEL, INCLUDING HEALTH, WELFARE AND MORALE ACTIVITIES. • GOVERNMENT EMPLOYEE ORGANIZATION - AIR FORCE MANAGEMENT AFFAIRS. • ANTI-DISCRIMINATION PROGRAM (INCLUDING THE EQUAL EMPLOYMENT OPPORTUNITIES PROGRAM). • RESERVE COMPONENTS, THE AIR NATIONAL GUARD, AND THE AIR FORCE RESERVE OFFICER TRAINING CORPS (THIS RESPONSIBILITY IS DELEGATED UNDER THE SUPERVISION OF THE UNDER SECRETARY). • CIVIL AIR PERSONEL. • MILITARY AND CIVILIAN PERSONNEL SECURITY PROGRAMS. • INFORMATIONAL, INTERNATIONAL, PHYSICAL AND PERSONNEL ASPECTS OF THE INDUSTRIAL SECURITY PROGRAM. • TRAINING. • MANAGEMENT PRINCIPLES AND TECHNIQUES, INCLUDING THE MANAGEMENT IMPROVEMENT PROGRAM. • CONTRACTS FOR PERSONAL SERVICES AND TRAINING. • TRAVEL AND PER DIEM ALLOWANCES. 2. AIR FORCE BOARD FOR THE CORRECTION OF MILITARY RECORDS. 3. SECRETARY OF THE AIR FORCE PERSONNEL COUNCIL AND ITS COMPONENT BOARDS. <table border="1" data-bbox="1317 1123 1725 1194"> <tr> <td>DEPUTY FOR MANPOWER PERSONNEL & ORGANIZATION</td> <td>DEPUTY FOR SECURITY PROGRAMS</td> <td>DEPUTY FOR RESERVE & ROTC AFFAIRS</td> <td>DIRECTOR PERSONNEL COUNCIL</td> </tr> <tr> <td>JAMES P. GOODE</td> <td>JOHN E. WOLMAN, JR.</td> <td>THEODORE C. MARIS</td> <td>MAJ GEN TURNER C. ROGERS</td> </tr> </table>	DEPUTY FOR MANPOWER PERSONNEL & ORGANIZATION	DEPUTY FOR SECURITY PROGRAMS	DEPUTY FOR RESERVE & ROTC AFFAIRS	DIRECTOR PERSONNEL COUNCIL	JAMES P. GOODE	JOHN E. WOLMAN, JR.	THEODORE C. MARIS	MAJ GEN TURNER C. ROGERS
DEPUTY FOR DEVELOPMENT	DEPUTY FOR REQUIREMENTS	DEPUTY FOR RESEARCH	DEPUTY FOR ENGINEERING																												
JOE C. JONES	FRANKLIN J. ROSS	HARRY DAVIS	THOMAS H. DALHITE																												
DEPUTY FOR PROCUREMENT MANAGEMENT	DEPUTY FOR SUPPLY & MAINTENANCE	DEPUTY FOR TRANSPORTATION & COMMUNICATIONS	DEPUTY FOR INSTALLATIONS																												
AARON J. KACUSIN	NORM E. WITT	JOHN W. PERRY	LEWIS E. TURNER																												
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Maj Gen Van R. Shores

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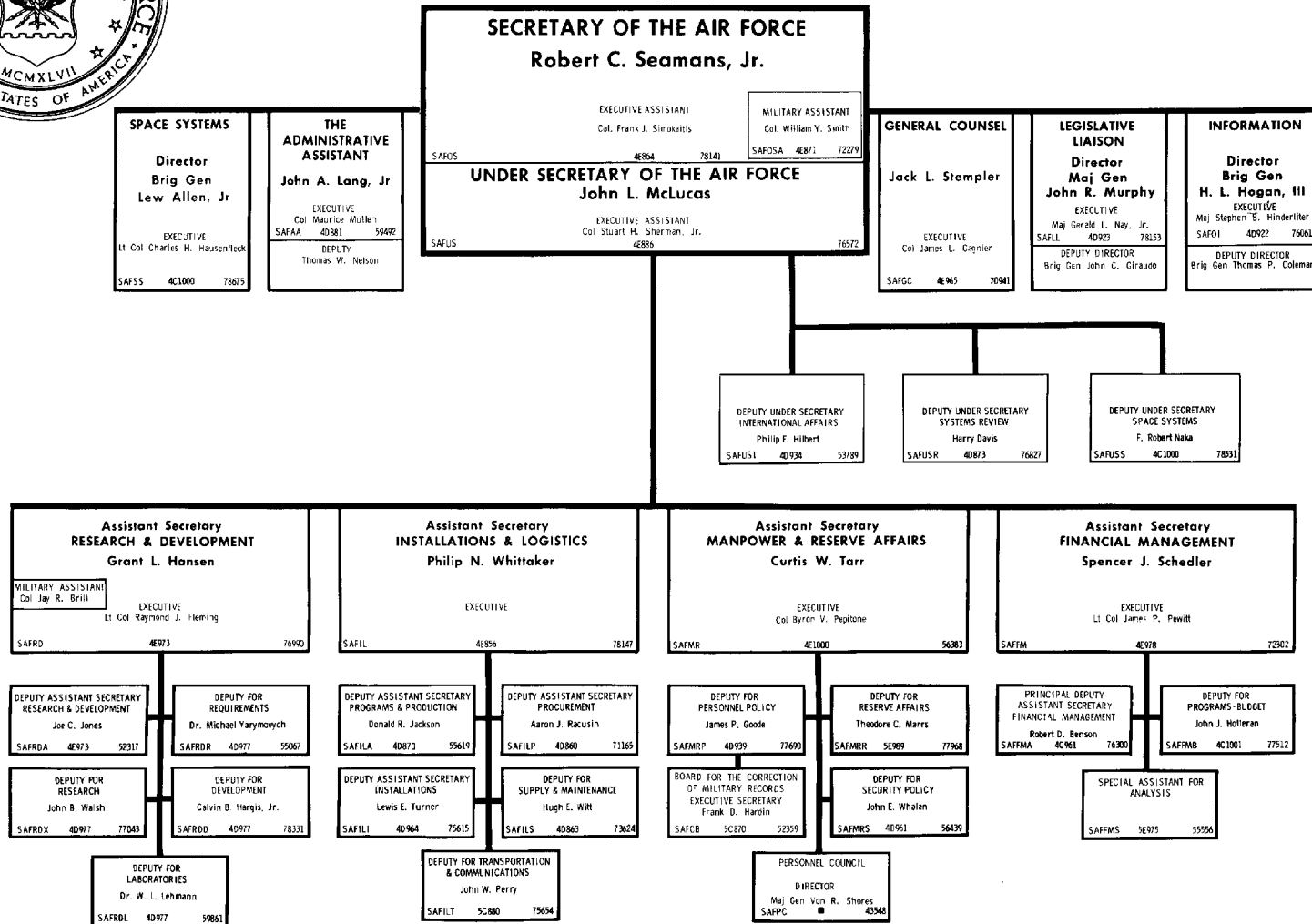
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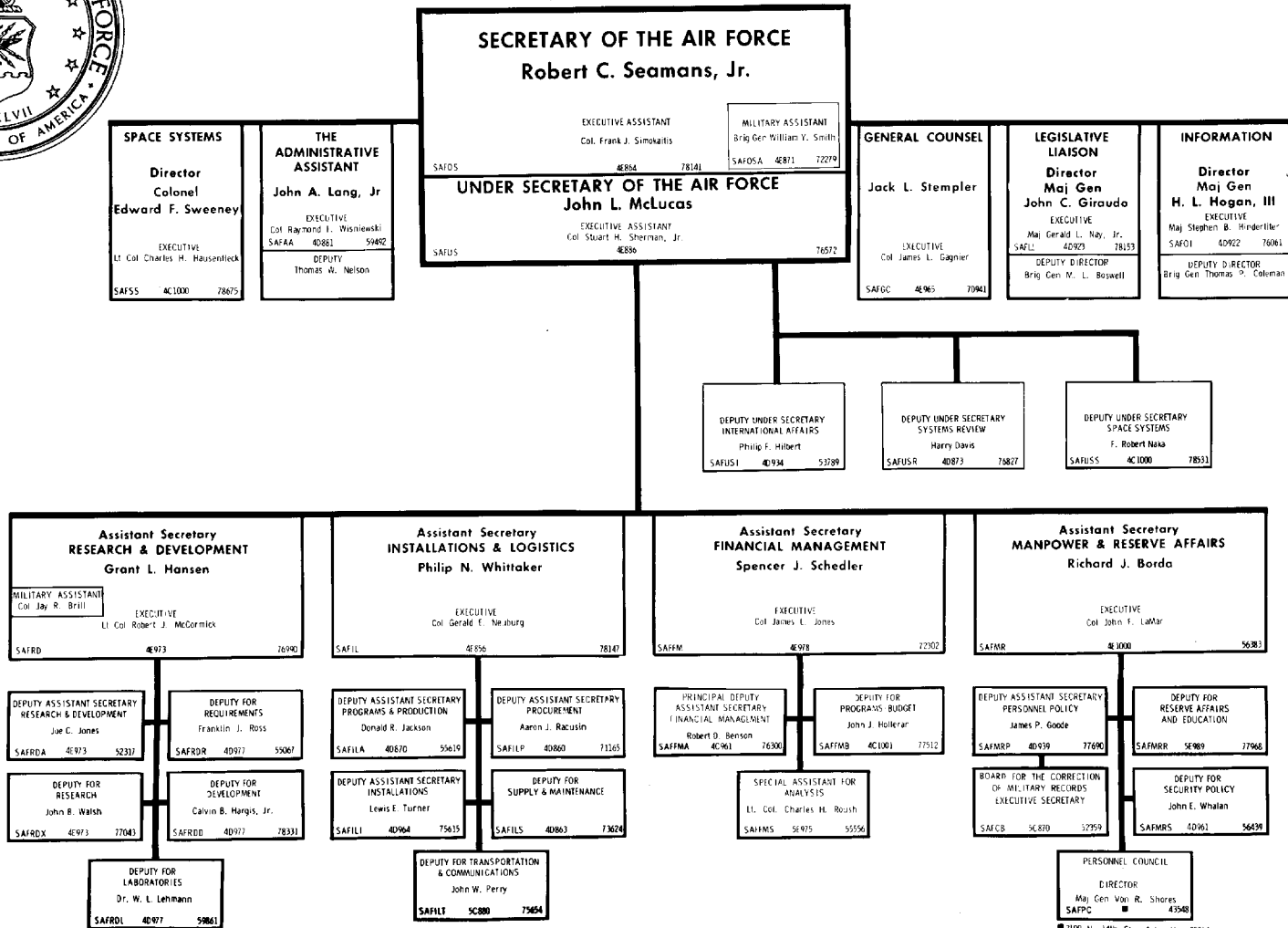


1400 N. Uhle St., Arlington, Va.

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2100 N. 14th St., Arlington, Va. 22204

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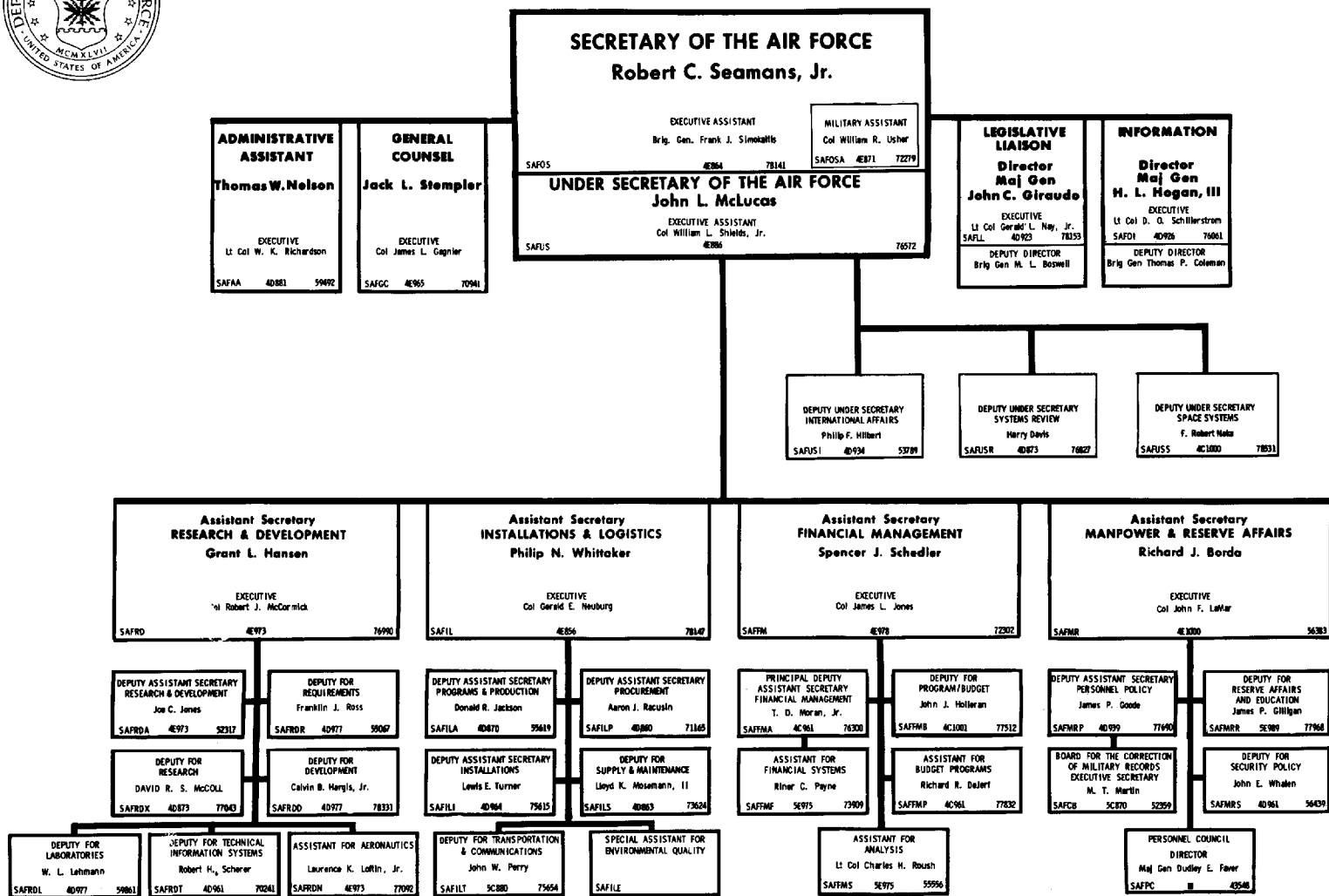
PERSONNEL COUNCIL
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OCTOBER 1971



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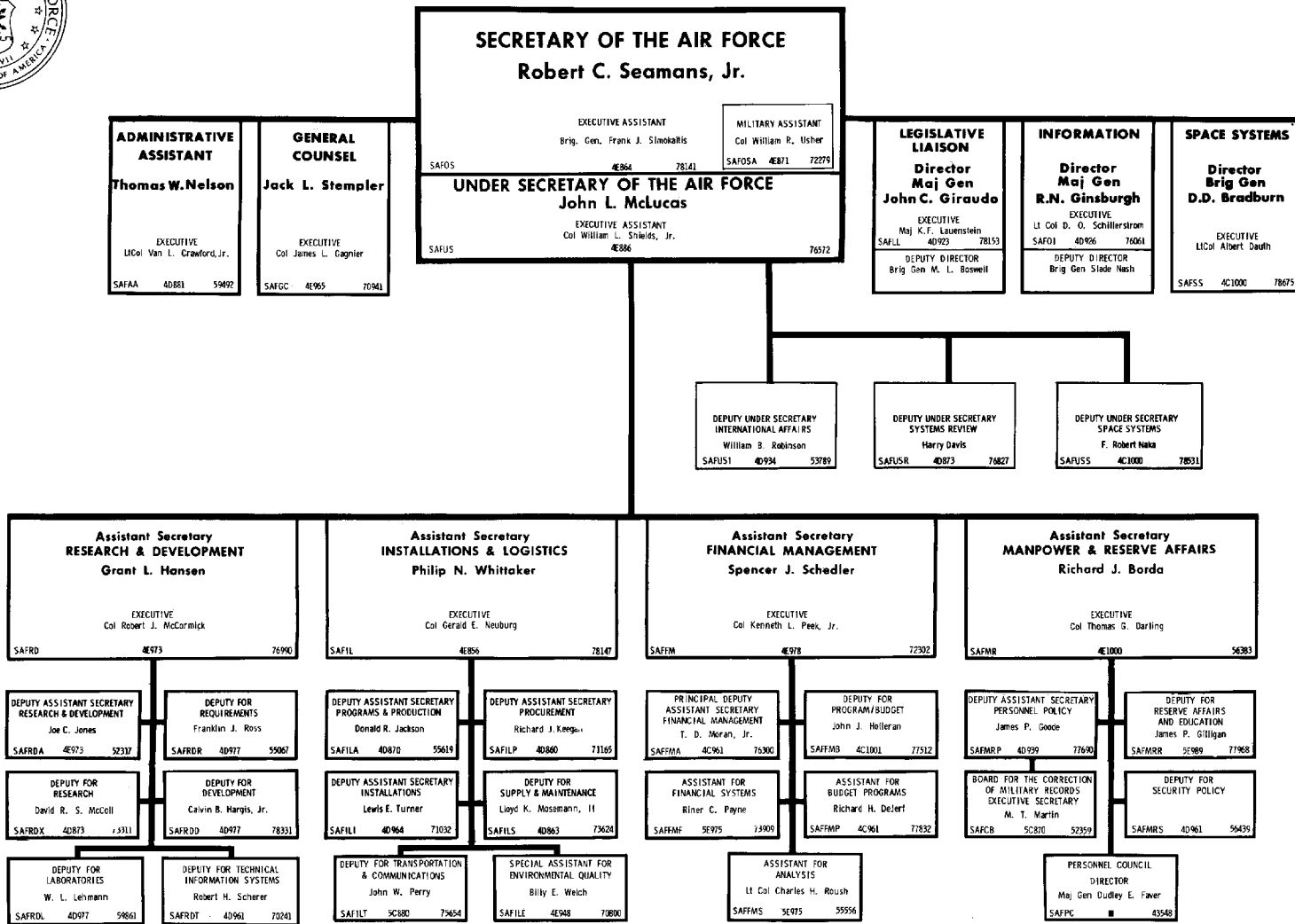


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DECEMBER 1971

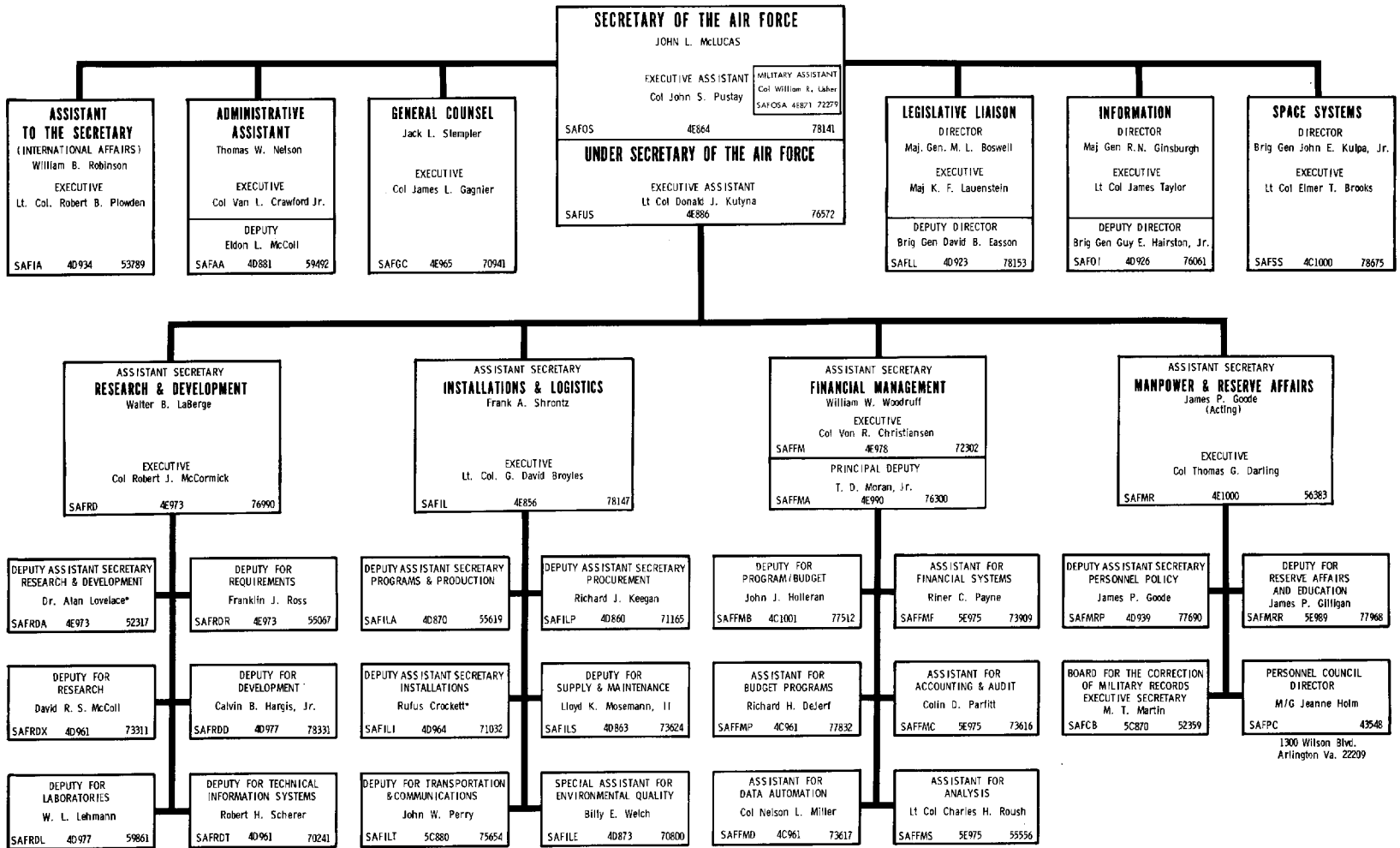


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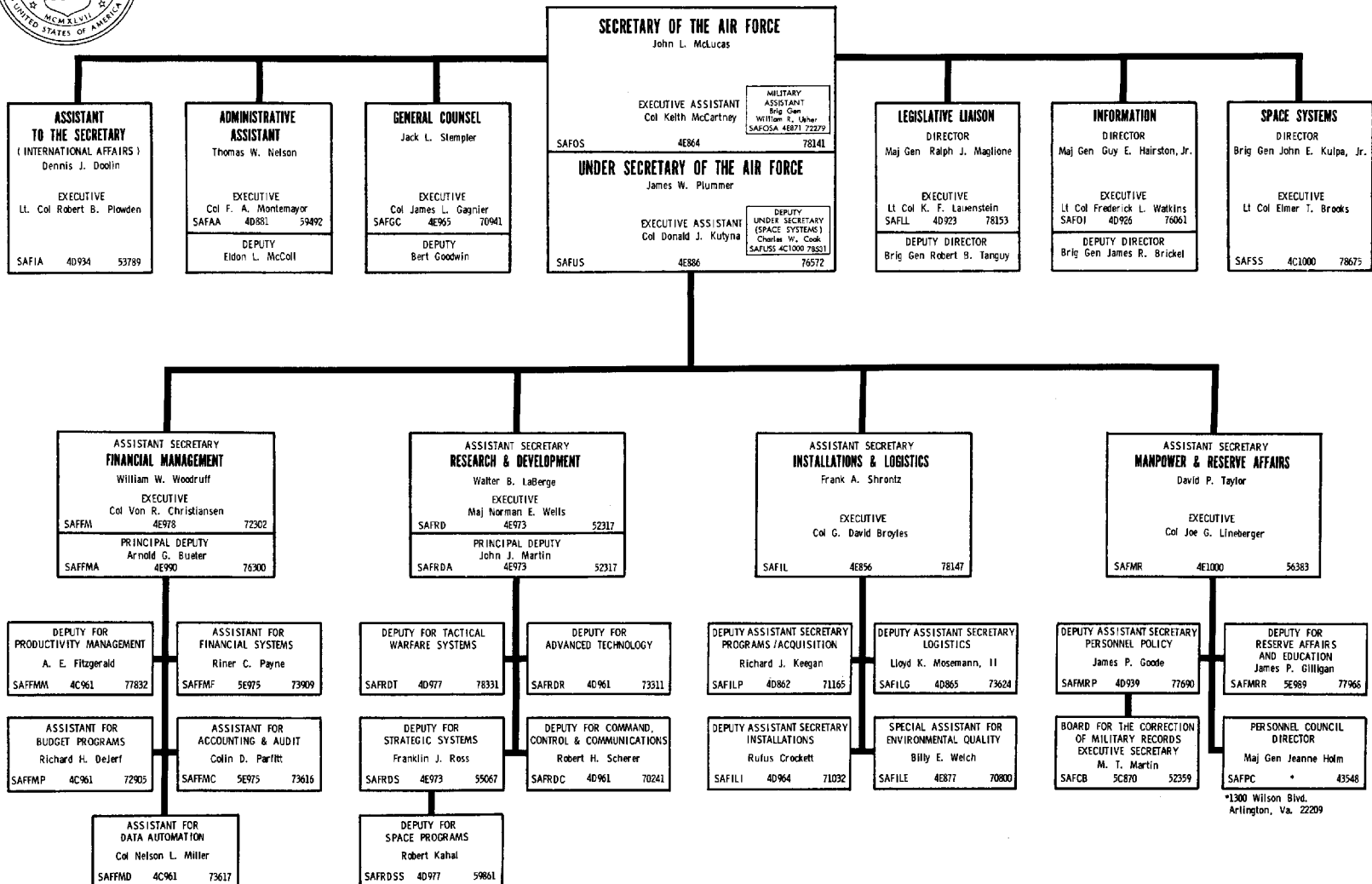
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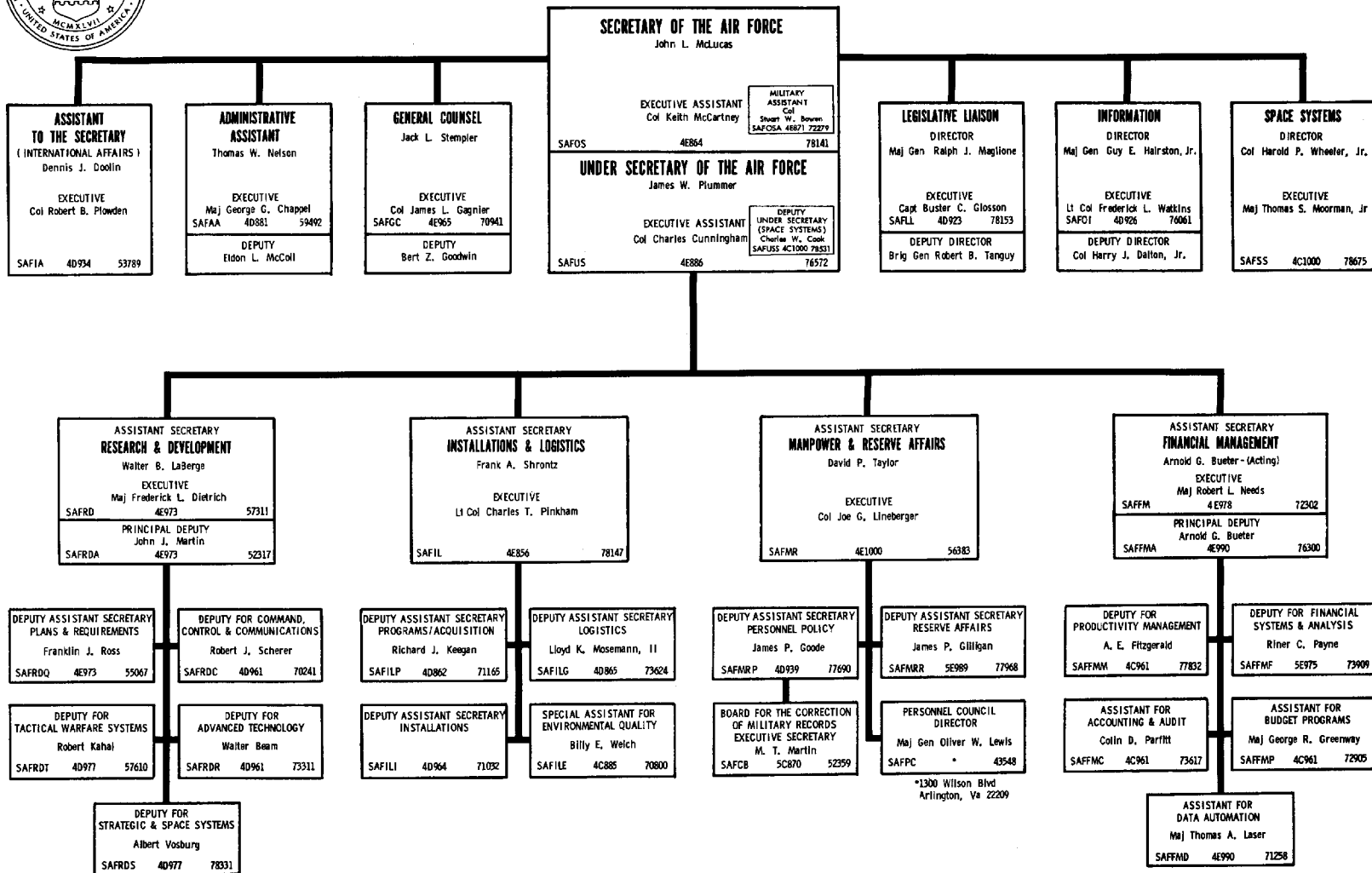
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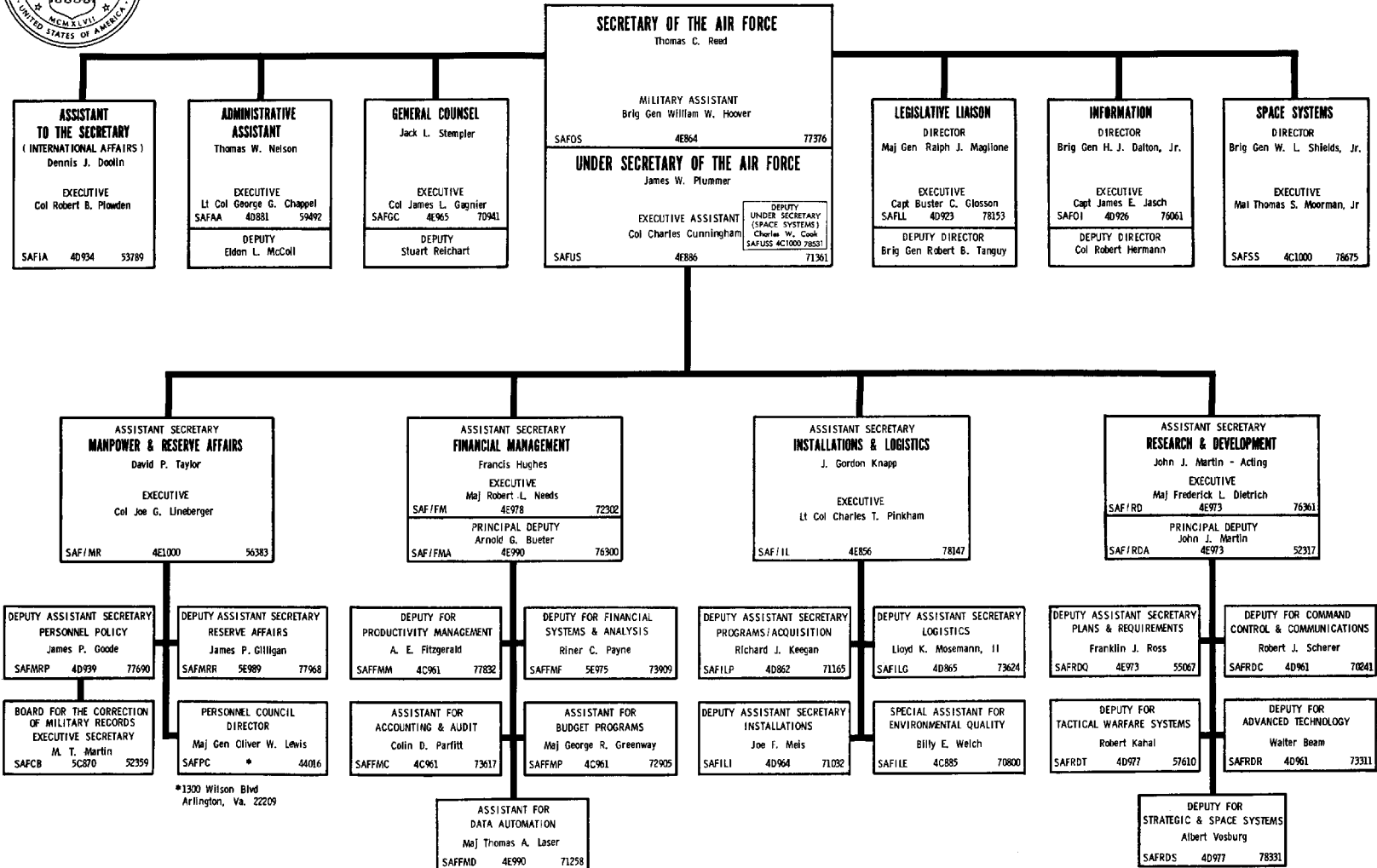


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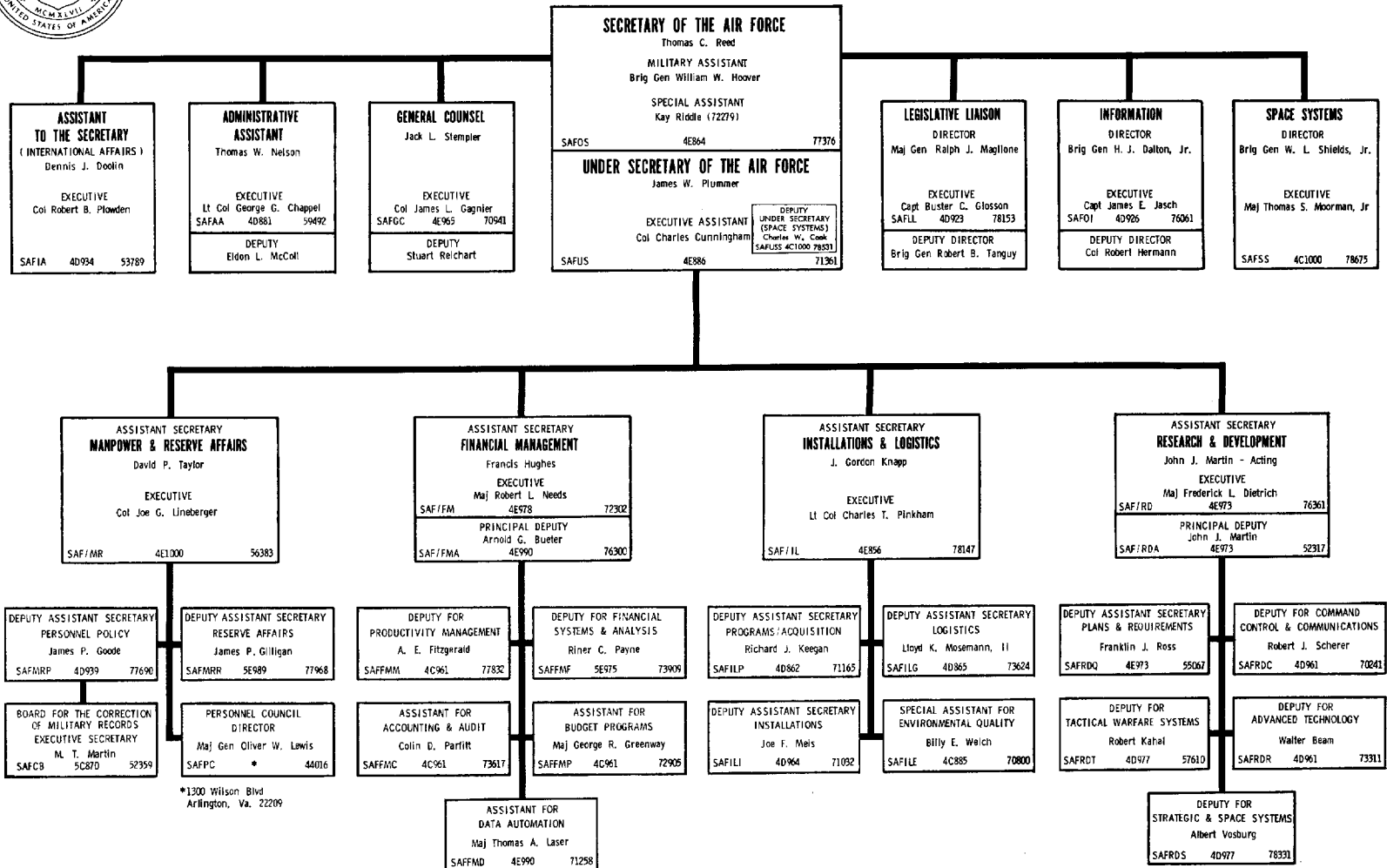


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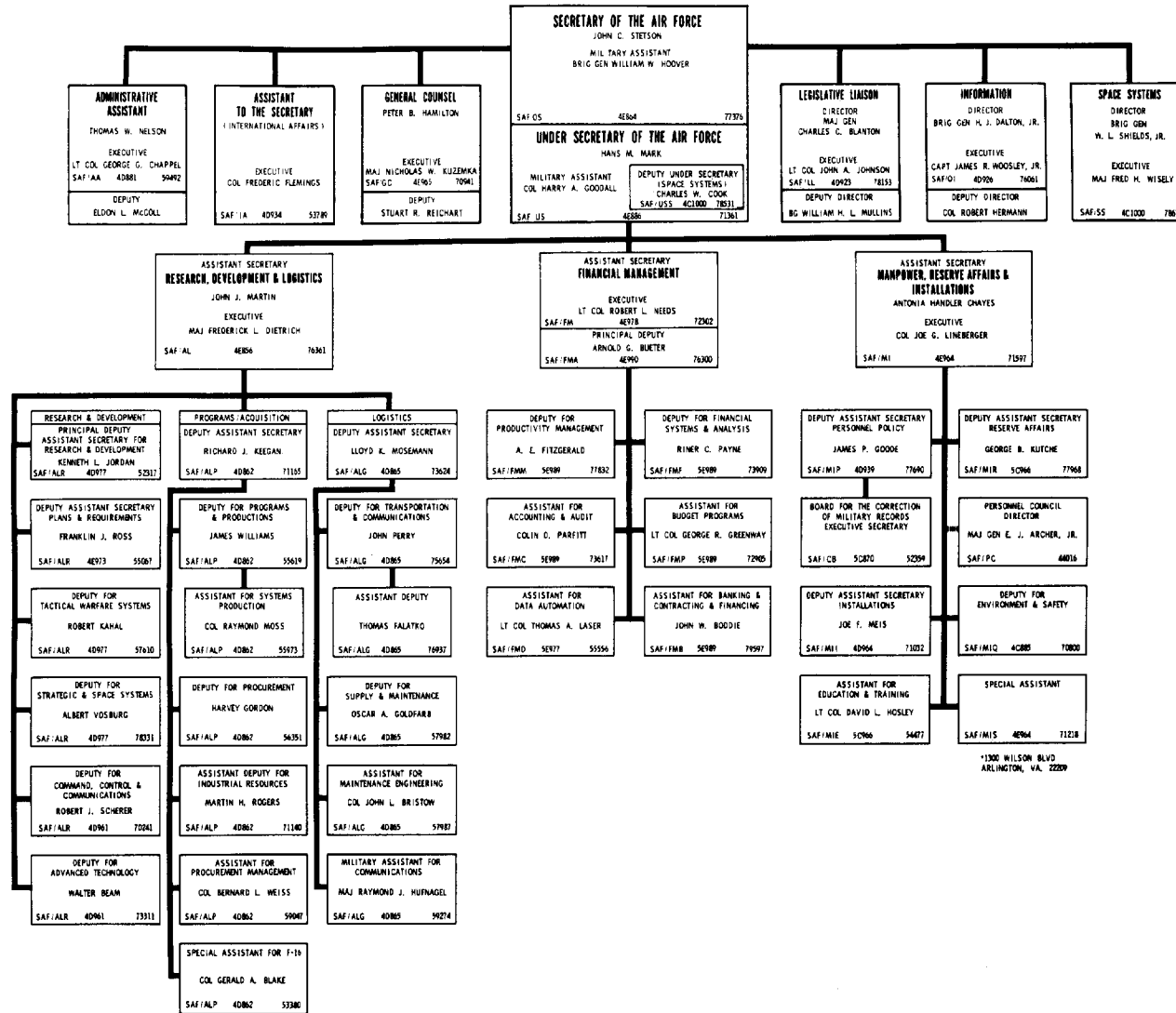


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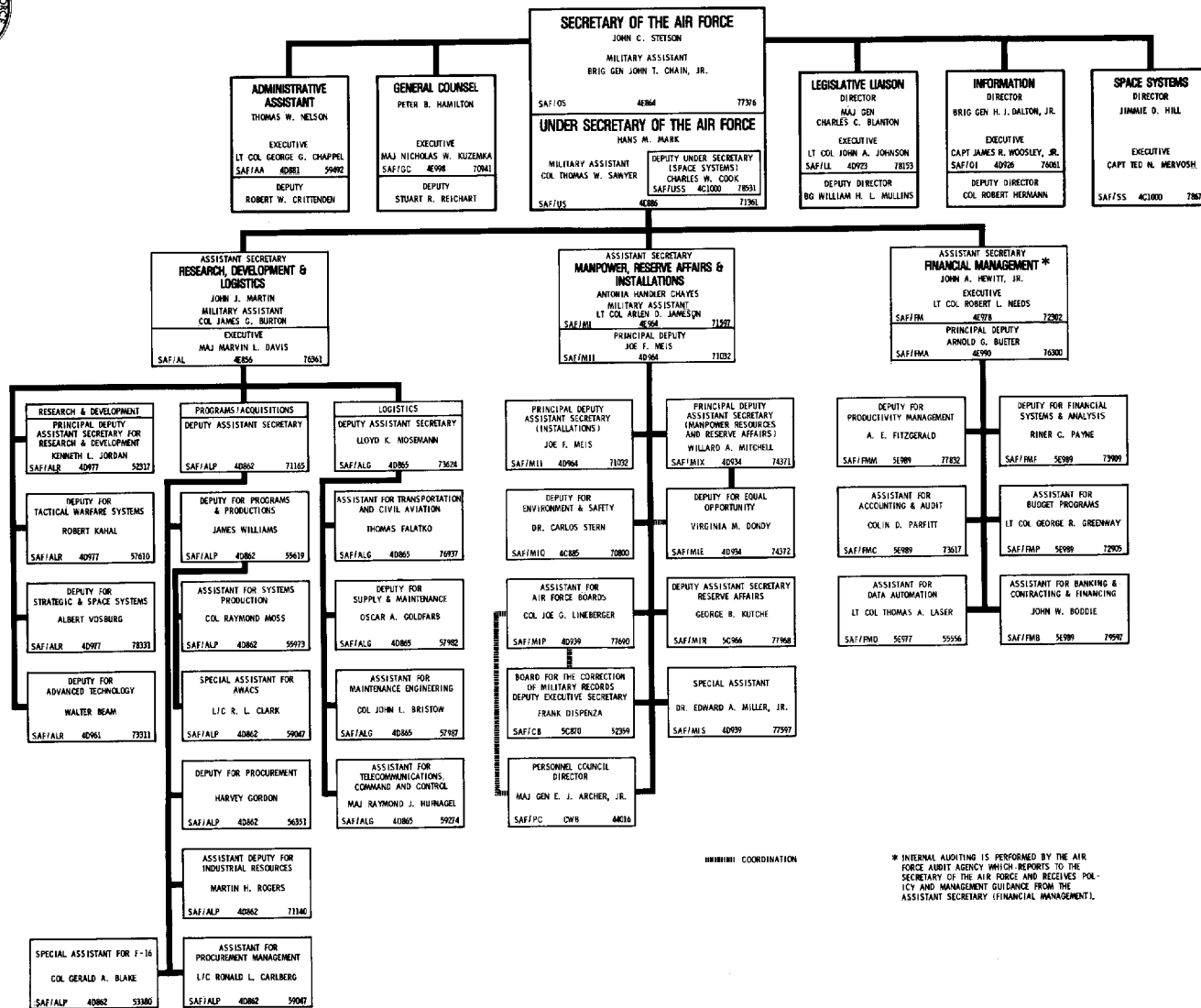


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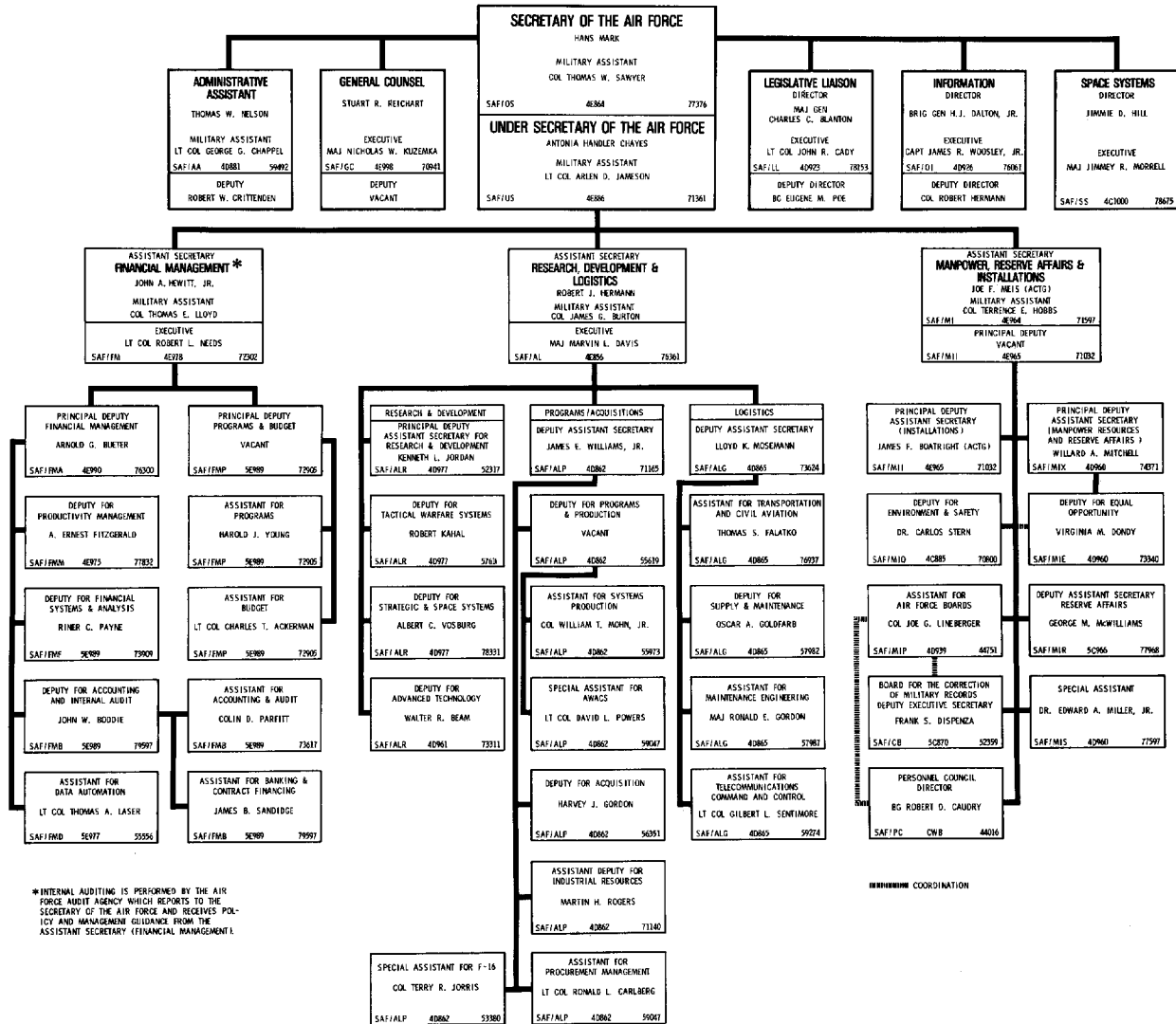


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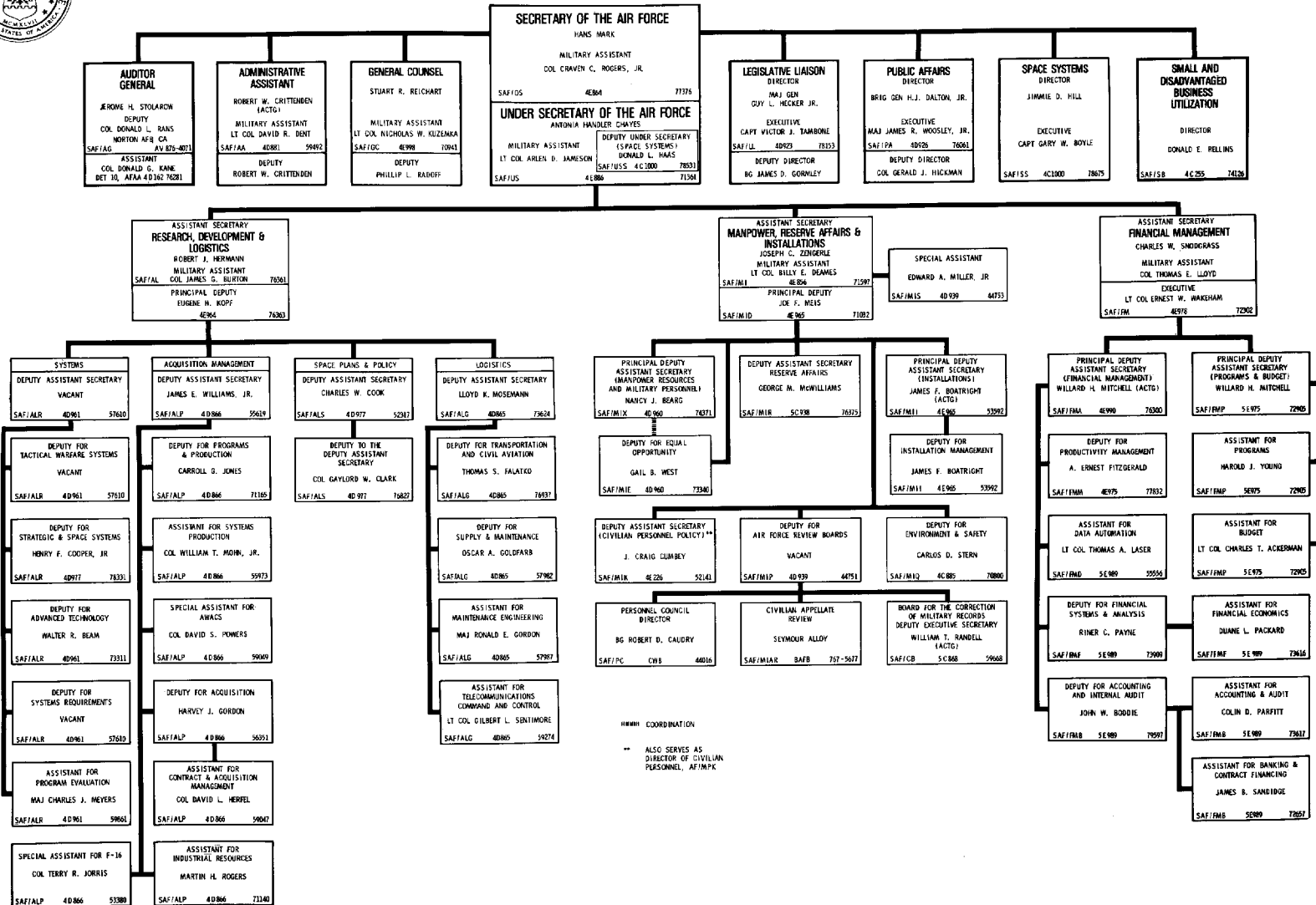
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SECRETARY OF THE AIR FORCE
VERNE ORR

MILITARY ASSISTANT
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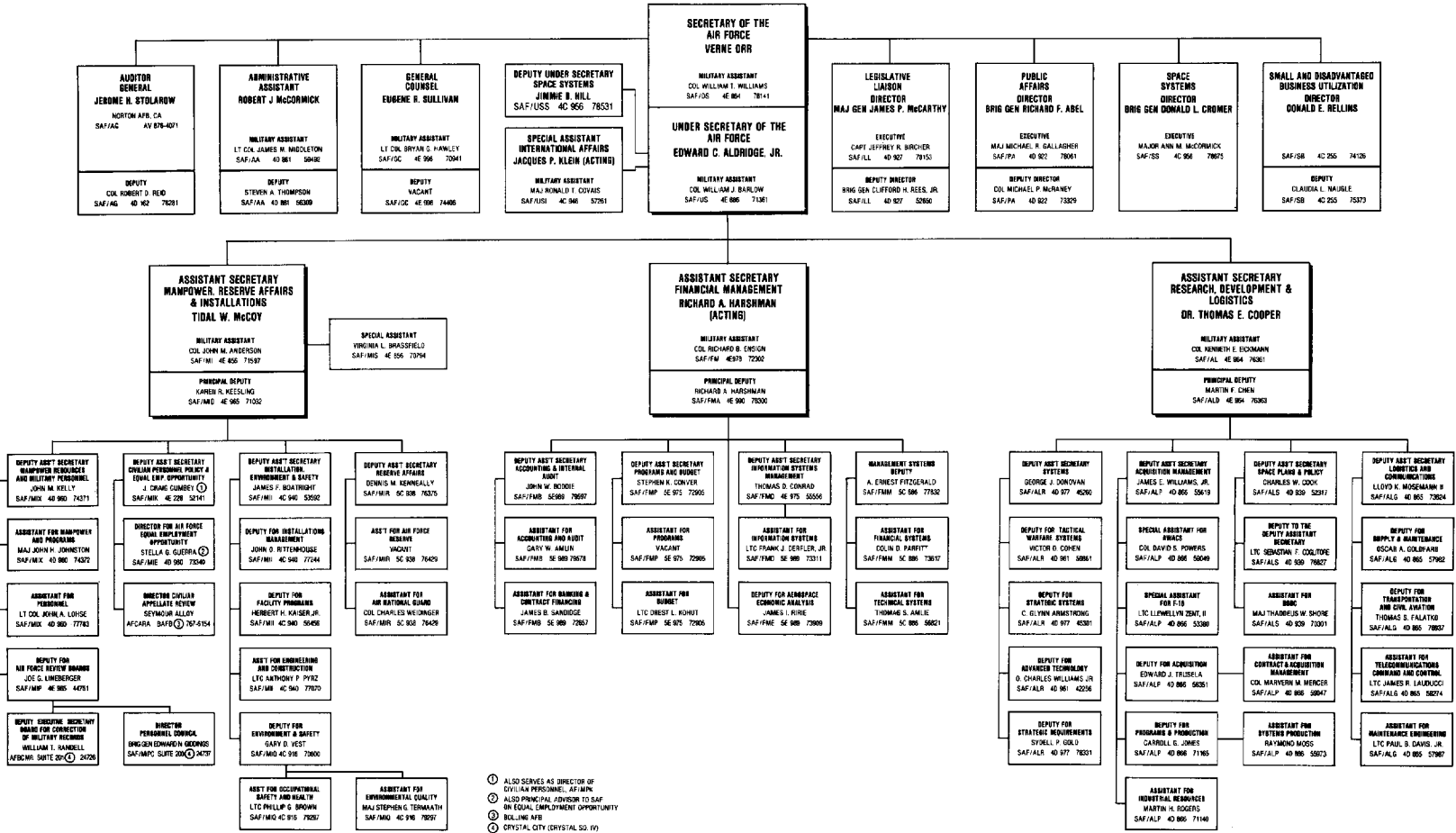
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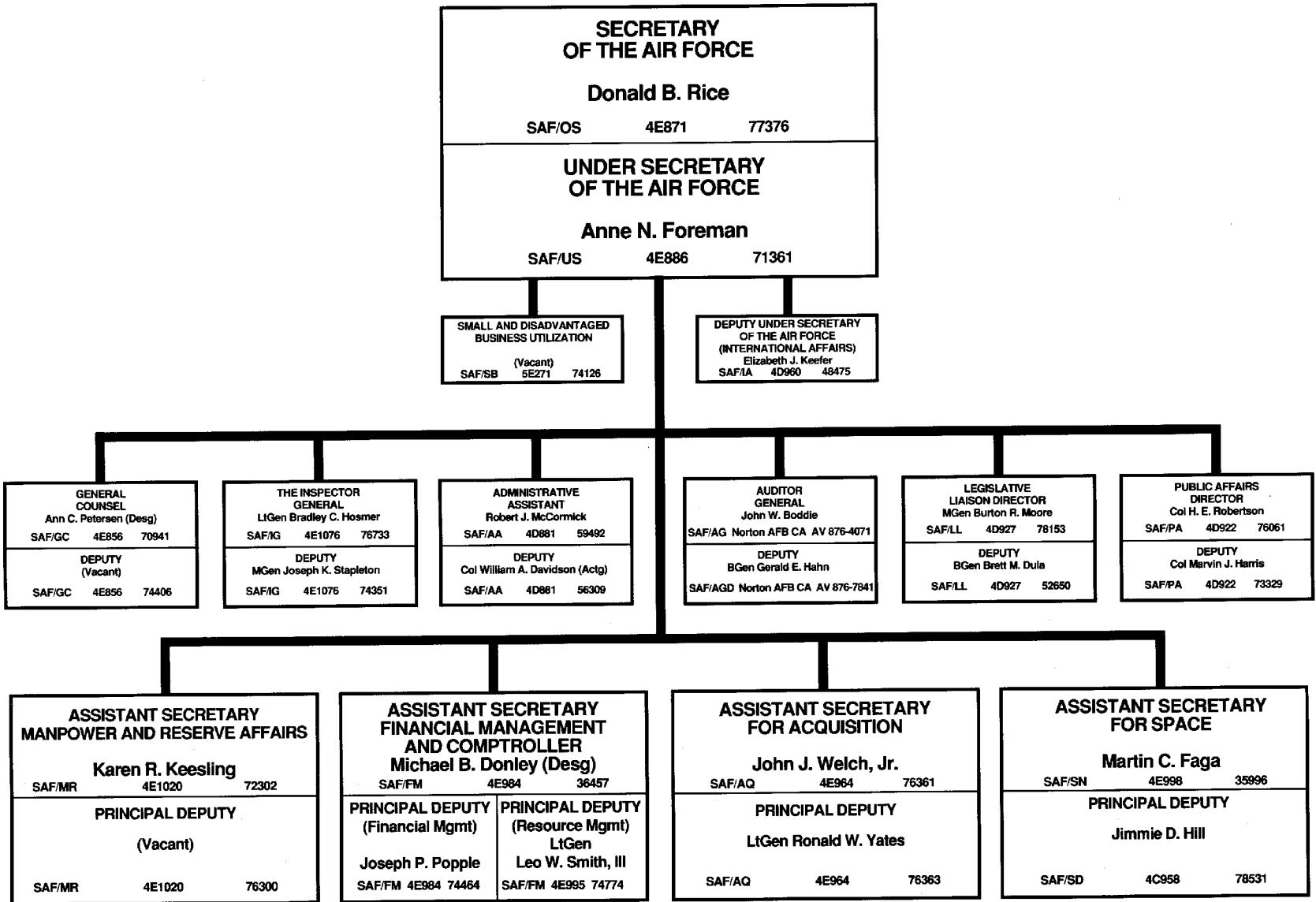
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