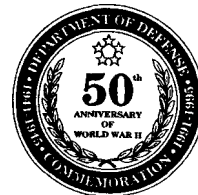




UNDER SECRETARY OF DEFENSE

4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



PERSONNEL AND
READINESS

ACTION MEMO

October 8, 2004; 4:15 PM

FOR: SECRETARY OF DEFENSE

DepSec Action _____

FROM: David S. C. Chu, USD (P&R)

David S. C. Chu 8 Oct 04

(Signature and Date)

210(3+4)

8 Oct 04

20 SEP 04

SUBJECT: Longer Tours—and Longer Tenure—SNOWFLAKE

- You asked for a proposal initiating action on your desire that senior officers serve longer tours (Tab B).
- I believe three steps will accomplish your objective:
 1. Announce that you expect most four-star officers to serve at least four years in their posts (Tab C lists four-star posts, and average tenure over the past decade).
 2. Confer with the Service Secretaries and Chiefs on the three-star posts that should likewise carry a tenure of three or four years, with the balance assumed to be two-year tours (Tab D lists three-star posts, nominating as four year candidates those that are normally "capstone" posts—i.e., last post of career).
 3. Invite the Service Secretaries and Chiefs to provide you with a similar list for one and two-star officers, for your review and approval.
- This is a simple approach, to begin changing our culture. Actual tours may vary somewhat from the new norms—and you may want some to be of intermediate length. As such a system is implemented, it will be critical to encourage prompt retirement of those not advancing, and to assure those staying longer will be properly compensated. (The latter requires statutory change and will require your personal backing. We have already failed twice to persuade Congress.)
- Memoranda to initiate this action are attached for your consideration.

RECOMMENDATION: Sign the memorandum to the Service Secretaries and CJCS at Tab A.

Attachments:

As stated

Prepared by: Lt Col Lernes Hebert, (703) 695-6312



OSD 15889-04

TAB

A





THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

**MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHIEFS OF SERVICES**

SUBJECT: Expectations for the Tenure of Senior Officers

Senior officers must enjoy sufficient tenure in their posts to be effective. They must have sufficient time to size up what is to be accomplished, to develop the appropriate plans to put those plans into effect, and to see them through to success.

Regrettably, the data I've seen suggest that the average time in post for our flag officers is frequently less than two years. This is too short.

As we plan for the future, we should assume that those confirmed for a four-star post will typically serve at least four years in that position. This should likewise be the expectation for several of our three-star posts, and I will be meeting with you to discuss the posts where longer tenure could be meritorious. A list of three-star billets with recent tour averages is provided to aid in this review.

I invite you to provide me, in advance of our meeting, but no later than November 1, 2004, your recommendations on tenure length for the one and two-star posts in your domain. I will ask the Chairman and Combatant Commanders for their recommendations on joint positions.

cc: CJCS





SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MEMORANDUM FOR CHAIRMAN, JOINT CHIEFS OF STAFF

SUBJECT: Tenure of Senior Officers in Joint Assignments

We must give senior officers assigned to joint posts sufficient tenure to be effective. Regrettably, the data I've seen suggest the average is often less than two years. For some operational posts this may be acceptable. But in other cases this will not be enough time to size up the situation, decide what must be accomplished, and see the plans through to success.

In consultation with the Combatant Commanders, I would like your recommendations on the tenure we should expect for those officers occupying joint assignments in the grades of 07 through 09. I look forward to discussing these recommendations with you at your earliest convenience.

cc: Combatant Commanders



Proposed Tour Lengths--O-9 Positions

Title	Service	Avg Time in Position (Mos)	Avg Time in Position (Yrs)	Tenure Proposed (Yrs)
Director, Force Structure, Resources and Assessment, J-8, Joint Staff	Joint/External	21	1.8	4
DUSD for Military Personnel Policy	JoinVExternal	22	1.8	3
Principal Deputy Director, Program Analysis and Evaluation, Office of the Secretary of Defense	Joint/External			4
Director, Missile Defense Agency	JoinVExternal	14	1.2	4
Director, Defense Information System Agency and Manager, National Communications Systems	JoinVExternal	31	2.6	4
Director, Defense Intelligence Agency	Joint/External	32	2.7	4
Director, Defense Logistics Agency	JoinVExternal	36	3.0	4
Director, Defense Security Cooperation Agency	JoinVExternal	40	3.3	4
Director, National Imagery and Mapping Agency	JoinVExternal	28	2.4	4
Director, National Security Agency/Chief, Central Security Service	JoinVExternal	42	3.5	4
Chief of Staff, United States European Command	Joint/External	29	2.5	4
Director for Logistics, J-4, Joint Staff	JoinVExternal	29	2.4	3
Director of Command, Control, Communications, and Computer (C4) Systems, J-6, Joint Staff	JoinVExternal	23	1.9	3
United States Military Representative to the North Atlantic Treaty Organization Military Committee	Joint/External	33	2.8	3
Deputy Chairman, NATO Military Committee	JoinVExternal	33	2.8	3
President, National Defense University	JoinVExternal	34	2.8	3
(Associate) Director of Central Intelligence for Military Support, Central Intelligence Agency	JoinVExternal			3
(Assistant) to the Chairman of the Joint Chiefs of Staff	JoinVExternal	19	1.6	2
Director, Joint Staff	Joint/External	16	1.3	2
Director for Operations, J-3, Joint Staff	JoinVExternal	22	1.8	2
Director, Strategic Plans and Policy, J-5, Joint Staff	JoinVExternal	20	1.7	2
Deputy Commander/Chief of Staff, United States Central Command	JoinVExternal	18	1.5	2
Deputy Commander, United States Joint Forces Command	JoinVExternal	20	1.7	2
Deputy Commander, United States Northern Command/Vice Commander, United States Element, North American Aerospace Defense Command	JoinVExternal			2
Deputy Commander, United States Pacific Command	Joint/External	14	1.2	2
Deputy Commander, United States Special Operations Command	JoinVExternal	15	1.3	2
Deputy Commander, United States Strategic Command	JoinVExternal	19	1.6	2
Deputy Commander, United States Transportation Command	JoinVExternal	27	2.2	2
Cdr, JSRC Center [Cdr, Land North]	JoinVExternal	18	1.5	2
Deputy Commander, Joint Sub Regional Command Center, Allied Command Europe [Dep Cdr, Land North]	Joint/External	37	3.1	2
Senior Military Assistant to the Secretary of Defense	Joint/External			2
Deputy Assistant to the President for National Security Affairs and Deputy National Security Advisor	Joint/External			2
Deputy Under Secretary of Defense for Intelligence, Intelligence and Warfighting Support	Joint/External			2
Superintendent, United States Air Force Academy	Air Force	40	3.3	5
Deputy Chief of Staff, Personnel, Headquarters United States Air Force	Air Force	31	2.6	4
Deputy Chief of Staff, Installations and Logistics, Headquarters United States Air Force	Air Force	21	1.8	4
Surgeon General of the Air Force	Air Force			4
Chief of Air Force Reserve and Commander, Air Force Reserve Command	Air Force			4
Principal Deputy Assistant Secretary of the Air Force for Acquisition, Department of the Air Force	Air Force			4
Director, Air National Guard	Air Force	63	5.3	4
Commander, Air University	Air Force	33	2.8	4
The Inspector General of the Air Force, Office of the Secretary of the Air Force	Air Force	26	2.2	3
Vice Commander, Air Education and Training Command	Air Force	36	3.0	3
Vice Commander, Air Force Materiel Command	Air Force	20	1.7	3
Commander, Aeronautical Systems Center, Air Force Materiel Command				3
Commander, Electronic Systems Center, Air Force Materiel Command	Air Force	26	2.2	3
Vice Commander, Air Force Space Command	Air Force	48	4.0	3
Commander, Space and Missile Systems Center, Air Force Materiel Command	Air Force	24	3.9	3
Commander, Eighteenth Air Force, Air Mobility Command	Air Force	47		3
Commander, Air Force Special Operations Command	Air Force	30	2.5	3
Assistant Vice Chief of Staff, United States Air Force	Air Force			2
(Deputy) Chief of Staff, Warfighting Integration, Headquarters United States Air Force				

Statutory Tour Length

Proposed Tour Lengths--O-9 Positions

Title	Service	Avg Time in Position (Mos)	Avg Time in Position (Yrs)	Tenure Proposed (Yrs)
Deputy Chief of Staff, Air and Space Operations, Headquarters United States Air Force	Air Force	16	1.4	2
Deputy Chief of Staff, Plans and Programs, Headquarters United States Air Force	Air Force	15	1.3	2
Vice Commander, Air Combat Command	Air Force	16	1.3	2
Commander, Eighth Air Force, Air Combat Command	Air Force	29	2.4	2
Commander, Ninth Air Force, Air Combat Command and Commander, United States Central Command Air Forces	Air Force	29	2.4	2
Commander, Twelfth Air Force, Air Combat Command and Commander, United States Southern Command Air Forces	Air Force	18	1.5	2
Vice Commander, Air Mobility Command	Air Force	18	1.5	2
Vice Commander, Pacific Air Forces	Air Force	21	1.8	2
Commander, United States Forces Japan and Commander, Fifth Air Force, Pacific Air Forces	Air Force	28	2.3	2
Deputy Commander In Chief, United Nations Command Korea; Deputy Commander, United States Forces Korea; Commander, Air Component Command, Republic of Korea/United States Combined Forces Command; and Commander, Seventh Air Force, Pacific Air Forces	Air Force	27	2.3	2
Commander, Alaskan Command, United States Pacific Command; Commander Eleventh Air Force, Pacific Air Forces; and Commander, Alaskan North American Defense Region	Air Force	24	2.0	2
Vice Commander, United States Air Forces in Europe	Air Force	25	2.1	2
Commander, Allied Air Forces South and Commander, Sixteenth Air Force, United States Air Forces in Europe	Air Force	23	1.9	2
Superintendent, United States Military Academy	Army	60	5.0	5
Chief of Engineers/Commanding General, United States Army Corps of Engineers	Army			4
Commanding General, Third United States Army/Commander, United States Army Forces Central Command	Army	34	2.8	4
Commanding General, First United States Army	Army	27	2.2	4
Commanding General, Fifth United States Army	Army	26	2.2	4
Commanding General, United States Army Space and Missile Defense Command	Army	47	3.9	4
Commanding General, United States Army Combined Arms Center	Army	27	2.3	4
Deputy Commanding General, for Initial Entry Training/Commanding General, United States Army Accessions Command, United States Army Training and Doctrine Command	Army			4
Commanding General, United States Army Medical Command/The Surgeon General, United States Army	Army			4
Commanding General, United States Army Pacific	Army	28	2.4	4
Deputy Chief of Staff, G-1, United States Army	Army	25	2.1	4
Deputy Chief of Staff for Logistics, United States Army	Army			4
Deputy Chief of Staff, G-8, United States Army	Army			4
Military Deputy/Director, Army Acquisition Corps, Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology)	Army			4
Chief Information Officer/Deputy Chief of Staff, G6, United States Army	Army			4
Military Deputy for Budget, Office of the Assistant Secretary of the Army (Financial Management and Comptroller)	Army	24	2.0	4
Chief, Army Reserve	Army			4*
Director, Army National Guard	Army			4
Commanding General, Eighth United States Army and Chief of Staff, United Nations Command/Combined Forces Command/United States Forces Korea	Army			3
Commanding General, I Corps and Fort Lewis	Army	30	2.5	3
Deputy Chief of Staff, G-2, United States Army	Army			3
Inspector General, Office of the Secretary of the Army	Army	31	2.6	3
Deputy Commanding General, United States Army Materiel Command	Army	9	0.8	2
Commanding General, XVIII Airborne Corps and Fort Bragg	Army	28	2.4	3
Commanding General, III Corps and Fort Hood	Army	31	2.6	2
Deputy Commanding General/Chief of Staff, United States Army Forces Command	Army			2
Deputy Commanding General/Chief of Staff, United States Army Training and Doctrine Command	Army	22	1.8	2
Commanding General, V Corps, United States Army Europe and Seventh Army	Army	24	2.0	2
Deputy Commanding General/Chief of Staff, United States Army Europe and Seventh Army	Army	23	1.9	2
Commanding General, United States Army Special Operations Command	Army	27	2.3	2
Director of the Army Staff	Army			2
Director, Futures Center, United States Army Training and Doctrine Command	Army			2
Deputy Chief of Staff, G-3, United States Army	Army	18	1.5	2

*Statutory Tour Length

Proposed Tour Lengths--O-9 Positions

Title	Service	Avg Time in Position (Mos)	Avg Time in Position (Yrs)	Tenure Proposed (Yrs)
Chief, National Guard Bureau	Army/AF			4
Commander, Marine Forces Reserve	Marine Corps	21	1.7	4
Deputy Commandant, for Programs and Resources, Headquarters, United States Marine Corps	Marine Corps	27	2.2	4
Deputy Commandant for Installations and Logistics, Headquarters, United States Marine Corps	Marine Corps	24	2.0	4
Commander, United States Marine Corps Forces Pacific: commanding General, Fleet Marine Force Pacific; and Commander, Marine Corps Bases Pacific	Marine Corps	21	1.7	3
Commander, United States Marine Corps Forces Atlantic; Commanding General, Fleet Marine Force Atlantic; Commander, United States Marine Corps Bases Atlantic; Commander, United States Marine Corps Forces Europe; and Commander, United States Marine Corps Forces, Southern Command	Marine Corps	26	2.1	3
Deputy Commandant, for Manpower and Reserve Affairs, Headquarters, United States Marine Corps	Marine Corps	32	2.7	3
Commanding General, Marine Corps Combat Development Command	Marine Corps	21	1.8	3
Deputy Commandant for Plans, Policies, and Operations, Headquarters, United States Marine Corps	Marine Corps	19	1.6	2
Deputy Commandant for Aviation, Headquarters, United States Marine Corps	Marine Corps	27	2.3	2
Commanding General, I Marine Expeditionary Force	Marine Corps	21	1.7	2
Commanding General, II Marine Expeditionary Force/Commanding General, Striking Force Atlantic	Marine Corps	19	1.6	2
Commanding General, III Marine Expeditionary Force; Commander, Marine Corps Bases, Japan; and Commander, Marine Forces Japan	Marine Corps	18	1.5	2
Superintendent, United States Naval Academy	Navy	39	3.3	5
Commander, Naval Air Systems Command	Navy	40	3.3	4
Commander, Naval Network Warfare Command	Navy			4
Commander, Naval Sea Systems Command	Navy	41	3.4	4
Chief of the Bureau of Medicine and Surgery and Surgeon General	Navy			4
Chief of Naval Reserve	Navy	43	3.5	4*
Commander, Military Sealift Command	Navy	25	2.1	3
Commander, Naval Air Force, United States Atlantic Fleet	Navy	29	2.4	3
Commander Naval Air Force, United States Pacific Fleet	Navy	31	2.6	3
Commander, Naval Education and Training Command	Navy			3
Inspector General, Department of the Navy	Navy	32	2.7	3
Commander, Naval Surface Force, United States Atlantic Fleet	Navy	38	3.2	3
Commander, Naval Surface Force, United States Pacific Fleet	Navy	30	2.5	3
President, Naval War College	Navy	43	3.6	3
Director for Material Readiness and Logistics, N4, Office of the Chief of Naval Operations	Navy	32	2.7	3
Deputy Chief of Naval Operations for Manpower and Personnel, N1, Office of the Chief of Naval Operations and Chief, Naval Personnel	Navy	32	2.7	3
Director of Naval Intelligence, N2	Navy			3
Commander Submarine Force, United States Atlantic Fleet and Commander, Submarine Allied Command, Atlantic	Navy	31	2.6	3
Commander, Naval Surface Force, United States Pacific Fleet	Navy	28	2.3	3
Deputy Chief of Naval Operations for Plans, Policy and Operations, N3/N5, Office of the Chief of Naval Operations	Navy	17	1.4	2
Deputy Chief of Naval Operations for Resources, Requirements and Assessments, N8, Office of the Chief of Naval Operations	Navy	23	1.9	2
Deputy Chief of Naval Operations for Warfare Requirements and Programs, N6/N7, Office of the Chief of Naval Operations (pending)	Navy	23	1.9	2
Director, Navy Staff, N09B, Office of the Chief of Naval Operations	Navy	19	1.6	2
Commander, SECOND Fleet	Navy	22	1.8	2
Commander, SEVENTH Fleet	Navy	23	1.9	2
Commander, SIXTH Fleet and Commander, Naval Striking and Support Forces Southern Europe	Navy	20	1.6	2
Commander, THIRD Fleet	Navy	28	2.4	2
Deputy Commander and Chief of Staff, United States Atlantic Fleet/Fleet Forces Command	Navy	15	1.3	2
Commander, United States Naval Forces, Central Command and Commander, FIFTH				

TAB

B



9/21/04

FOUO

SEP 20 2004

2001 OCT 13 AM 10-05

OFFICE OF
SECURITY

TO: David Chu
FROM: Donald Rumsfeld *DR*
SUBJECT: Two Major Initiatives

I plan to put forth a major initiative with respect to longer tours for people and, for those that are successful, somewhat longer service.

I am also going to put forth a major initiative for Standing Joint Headquarters, so that when we have to fight a next war, we will have the headquarters set up, and won't end up with the headquarters half-filled when the war is over. I have been pushing this for three years, but the resistance is powerful.

We need to get both of them done. Please get back to me with proposals.

Thanks.

Attach.
CJTF-7 Joint Manning Timeline (2 pages)

DHR:ss
091304-25

.....
Please respond by 10/29/04



FOUO

OSD 15889-04

TAB

C



Proposed Tour Lengths--O-10 Positions

Title	Service	Avg Time in Position (Mos)	Avg Time in Position (Yrs)	Tenure Proposed (Yrs)
Commander, US Central Command	JoinVExternal	36	3.0	4
Commander, US European Command	JoinVExternal	37	3.1	4
Commander, US European Command	JoinVExternal	32	2.7	4
Commander, US Joint Forces Command	Joint/External	29	2.4	4
Commander, US Northern Command	Joint/External			4
Commander, US Pacific Command	JoinVExternal	33	2.8	4
Commander, United Nations Command/Combined Forces Command/Commander, United States Forces Korea	Joint/External	36	3.0	4
Commander, US Southern Command	JoinVExternal	20	1.7	4
Commander, US Special Operations Command	JoinVExternal	34	2.8	4
Commander, US Strategic Command	JoinVExternal	28	2.4	4
Chairman of the JCS	Joint/External	48	4.0	2*
Vice Chairman of the JCS	Joint/External	35	2.9	2*
Chief of Staff, USAF	Air Force	36	3.0	4*
Commander, Air Combat Command	Air Force	25	2.1	4
Commander, Air Education and Training Command	Air Force	27	2.2	4
Commander, Air Force Materiel Command	Air Force	34	2.8	4
	Air Force	26	2.2	4
Commander, Pacific Air Forces	Air Force	24	2.0	4
Commander, United States Air Forces in Europe	Air Force	24	2.0	4
Vice Chief of Staff, USAF	Air Force	25	2.1	3
Commanding General, US Army Materiel Command	Armvy	30	2.5	4
Commanding General, US Army Forces Command	Army	18	1.5	4
Commanding General, US Army Training and Doctrine Command	Armvy	36	3.0	4
Chief of Staff, USA	Army	49	4.1	4
Commanding General, USA Europe and Seventh Armv	Armvy	31	2.6	3
Vice Chief of Staff, USA	Armvy	20	1.7	3
Commandant of the Marine Corps	Marine Corps	48	4.0	4
Assistant, Commandant of the Marine Corps	Marine Corps	25	2.0	3
Director, Naval Nuclear Propulsion Program (SEA-08)	Navy	72	6.0	8*
Chief of Naval Operations	Navy	42	3.5	4*
Commander, US Atlantic Fleet	Navy	25	2.1	4
Commander, US Naval Forces, Europe	Navy	30	2.5	4
Commander, US Pacific Fleet	Navy	30	2.5	4
Vice Chief of Naval Operations	Navy	22	1.8	3



*Statutory Tour Length

TAB

D



Proposed Tour Lengths--O-9 Positions

Title	Service	Avg Time in Position (Mos)	Avg Time in Position (Yrs)	Tenure Proposed (Yrs)
Director, Force Structure, Resources and Assessment, J-8, Joint Staff	Joint/External	21	1.8	4
DUSD for Military Personnel Policy	Joint/External	22	1.8	3
Principal Deputy Director, Program Analysis and Evaluation, Office of the Secretary of Defense	Joint/External			4
Director, Missile Defense Agency	Joint/External	14	1.2	4
Director, Defense Information System Agency and Manager, National Communications Systems	Joint/External	31	2.6	4
Director, Defense Intelligence Agency	Joint/External	32	2.7	4
Director, Defense Logistics Agency	Joint/External	36	3.0	4
Director, Defense Security Cooperation Agency	Joint/External	40	3.3	4
Director, National Imagery and Mapping Agency	Joint/External	28	2.4	4
Director, National Security Agency/Chief, Central Security Service	Joint/External	42	3.5	4
Chief of Staff, United States European Command	Joint/External	29	2.5	4
Director for Logistics, J-4, Joint Staff	Joint/External	29	2.4	3
Staff	Joint/External	23	1.9	3
United States Military Representative to the North Atlantic Treaty Organization Military Committee	Joint/External	33	2.8	3
Deputy Chairman, NATO Military Committee	Joint/External	33	2.8	3
President, National Defense University	Joint/External	34	2.8	3
Associate Director of Central Intelligence for Military Support, Central Intelligence Agency	Joint/External			3
Assistant to the Chairman of the Joint Chiefs of Staff	Joint/External	19	1.6	2
Director, Joint Staff	Joint/External	16	1.3	2
Director for Operations, J-3, Joint Staff	Joint/External	22	1.8	2
Director, Strategic Plans and Policy, J-5, Joint Staff	Joint/External	20	1.7	2
Deputy Commander/Chief of Staff, United States Central Command	Joint/External	18	1.5	2
Deputy Commander, United States Joint Forces Command	Joint/External	20	1.7	2
Deputy Commander, United States Northern Command/Vice Commander, United States Element, North American Aerospace Defense Command	Joint/External			2
Deputy Commander, United States Pacific Command	Joint/External	14	1.2	2
Deputy Commander, United States Special Operations Command	Joint/External	15	1.3	2
Deputy Commander, United States Strategic Command	Joint/External	19	1.6	2
Deputy Commander, United States Transportation Command	Joint/External	27	2.2	2
Cdr, JSRC Center [Cdr, Land North]	Joint/External	18	1.5	2
Deputy Commander, Joint Sub Regional Command Center, Allied Command Europe [Dep Cdr, Land North]	Joint/External	37	3.1	2
Senior Military Assistant to the Secretary of Defense	Joint/External			2
Deputy Assistant to the President for National Security Affairs and Deputy National Security Advisor	Joint/External			2
Deputy Under Secretary of Defense for Intelligence, Intelligence and Warfighting Support	Joint/External			2
Superintendent, United States Air Force Academy	Air Force	40	3.3	5
Deputy Chief of Staff, Personnel, Headquarters United States Air Force	Air Force	31	2.6	4
Deputy Chief of Staff, Installations and Logistics, Headquarters United States Air Force	Air Force	21	1.8	4
Surgeon General of the Air Force	Air Force			4
Chief of Air Force Reserve and Commander, Air Force Reserve Command	Air Force			4
Principal Deputy Assistant Secretary of the Air Force for Acquisition, Department of the Air Force	Air Force			4
Director, Air National Guard	Air Force	63	5.3	4
Commander, Air University	Air Force	33	2.8	4
The Inspector General of the Air Force, Office of the Secretary of the Air Force	Air Force	26	2.2	3
Vice Commander, Air Education and Training Command	Air Force	36	3.0	3
Vice Commander, Air Force Materiel Command	Air Force	20	1.7	3
Commander, Aeronautical Systems Center, Air Force Materiel Command	Air Force	26	2.2	3
Commander, Electronic Systems Center, Air Force Materiel Command	Air Force	48	4.0	3
Vice Commander, Air Force Space Command	Air Force	24	2.0	3
Commander, Space and Missile Systems Center, Air Force Materiel Command	Air Force	47	3.9	3
Commander, Eighteenth Air Force, Air Mobility Command	Air Force			3
Commander, Air Force Special Operations Command	Air Force	30	2.5	3
Assistant Vice Chief of Staff, United States Air Force	Air Force			2
Deputy Chief of Staff, Warfighting Integration, Headquarters United States Air Force	Air Force			2

'Statutory Tour Length

Proposed Tour Lengths--O-9 Positions

Title	Service	Avg Time in Position (Mos)	Avg Time in Position (Yrs)	Tenure Proposed (Yrs)
Deputy Chief of Staff, Air and Space Operations, Headquarters United States Air Force	Air Force	16	1.4	2
Deputy Chief of Staff, Plans and Programs, Headquarters United States Air Force	Air Force	15	1.3	2
Vice Commander, Air Combat Command	Air Force	16	1.3	2
Commander, Eighth Air Force, Air Combat Command	Air Force	29	2.4	2
Commander, Ninth Air Force, Air Combat Command and Commander, United States Central Command Air Forces	Air Force	29	2.4	2
Commander, Twelfth Air Force, Air Combat Command and Commander, United States Southern Command Air Forces	Air Force	18	1.5	2
Vice Commander, Air Mobility Command	Air Force	18	1.5	2
Vice Commander, Pacific Air Forces	Air Force	21	1.8	2
Commander, United States Forces Japan and Commander, Fifth Air Force, Pacific Air Forces	Air Force	28	2.3	2
Deputy Commander In Chief, United Nations Command Korea; Deputy Commander, United States Forces Korea; Commander, Air Component Command, Republic of Korea/United States Combined Forces Command; and Commander, Seventh Air Force, Pacific Air Forces	Air Force	27	2.3	2
Commander, Alaskan Command, United States Pacific Command; Commander Eleventh Air Force, Pacific Air Forces; and Commander, Alaskan North American Defense Region	Air Force	24	2.0	2
Vice Commander, United States Air Forces in Europe	Air Force	25	2.1	2
Commander, Allied Air Forces South and Commander, Sixteenth Air Force, United States Air Forces in Europe	Air Force	23	1.9	2
Superintendent, United States Military Academy	Army	60	5.0	5
Chief of Engineers/Commanding General, United States Army Corps of Engineers	Army			4
Commanding General, Third United States Army/Commander, United States Army Forces Central Command	Army	34	2.8	4
Commanding General, First United States Army	Army	27	2.2	4
Commanding General, Fifth United States Army	Army	26	2.2	4
Commanding General, United States Army Space and Missile Defense Command	Army	47	3.9	4
Commanding General, United States Army Combined Arms Center	Army	27	2.3	4
Deputy Commanding General, for Initial Entry Training/Commanding General, United States Army Accessions Command, United States Army Training and Doctrine Command	Army			4
Commanding General, United States Army Medical Command/The Surgeon General, United States Army	Army			4
Commanding General, United States Army Pacific	Army	28	2.4	4
Deputy Chief of Staff, G-1, United States Army	Army	25	2.1	4
Deputy Chief of Staff for Logistics, United States Army	Army			4
Deputy Chief of Staff, G-8, United States Army	Army			4
Military Deputy/Director, Army Acquisition Corps, Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology)	Army			4
Chief Information Officer/Deputy Chief of Staff, G6, United States Army	Army			4
Military Deputy for Budget, Office of the Assistant Secretary of the Army (Financial Management and Comptroller)	Army	24	2.0	4
Chief, Army Reserve	Army			4*
Director, Army National Guard	Army			4
Commanding General, Eighth United States Army and Chief of Staff, United Nations Command/Combined Forces Command/United States Forces Korea	Army			3
Commanding General, I Corps and Fort Lewis	Army	30	2.5	3
Deputy Chief of Staff, G-2, United States Army	Army			3
Inspector General, Office of the Secretary of the Army	Army	31	2.6	3
Deputy Commanding General, United States Army Materiel Command	Army	9	0.8	2
Commanding General, XVIII Airborne Corps and Fort Bragg	Army	28	2.4	3
Commanding General, III Corps and Fort Hood	Army	31	2.6	2
Deputy Commanding General/Chief of Staff, United States Army Forces Command	Army			2
Deputy Commanding General/Chief of Staff, United States Army Training and Doctrine Command	Army	22	1.8	2
Commanding General, V Corps, United States Army Europe and Seventh Army	Army	24	2.0	2
Deputy Commanding General/Chief of Staff, United States Army Europe and Seventh Army	Army	23	1.9	2
Commanding General, United States Army Special Operations Command	Army	27	2.3	2
Director of the Army Staff	Army			2
Director, Futures Center, United States Army Training and Doctrine Command	(Army)			2
Deputy Chief of Staff, G-3, United States Army	(Army)	18	1.5	2

*Statutory Tour Length

Proposed Tour Lengths--O-9 Positions

Title	Service	Avg Time in Position (Mos)	Avg Time in Position (Yrs)	Tenure Proposed (Yrs)
Chief, National Guard Bureau	Army/AF			4
Commander, Marine Forces Reserve	Marine Corps	21	1.7	4
Deputy Commandant, for Programs and Resources, Headquarters, United States Marine Corps	Marine Corps	27	2.2	4
Deputy Commandant for Installations and Logistics, Headquarters, United States Marine Corps				4
Commander, United States Marine Corps Forces Pacific; Commanding General, Fleet Marine Force Pacific; and Commander, Marine Corps Bases Pacific	Marine Corps	21	1.7	3
Commander, United States Marine Corps Forces Atlantic; Commanding General, Fleet Marine Force Atlantic; Commander, United States Marine Corps Bases Atlantic; Commander, United States Marine Corps Forces Europe; and Commander, United States Marine Corps Forces, Southern Command	Marine Corps	26	2.1	3
Deputy Commandant, for Manpower and Reserve Affairs, Headquarters, United States Marine Corps	Marine Corps	32	2.7	3
Commanding General, Marine Corps Combat Development Command	Marine Corps	21	1.8	3
Deputy Commandant for Plans, Policies, and Operations, Headquarters, United States Marine Corps	Marine Corps	19	1.6	2
Deputy Commandant for Aviation, Headquarters, United States Marine Corps	Marine Corps	27	2.3	2
Commanding General, I Marine Expeditionary Force	Marine Corps	21	1.7	2
Commanding General, II Marine Expeditionary Force/Commanding General, Striking Force Atlantic	Marine Corps	19	1.6	2
Commanding General, III Marine Expeditionary Force; Commander, Marine Corps Bases, Japan; and Commander, Marine Forces Japan	Marine Corps	18	1.5	2
Superintendent, United States Naval Academy	Naw	39	3.3	5
Commander, Naval Air Systems Command	Naw	40	3.3	4
Commander, Naval Network Warfare Command	Navv			4
Commander, Naval Sea Systems Command	Navy	41	3.4	4
Chief of the Bureau of Medicine and Surgery and Surgeon General	Naw			4
Chief of Naval Reserve	Navv	43	3.5	4*
Commander, Military Sealift Command	Navy	25	2.1	3
Commander, Naval Air Force, United States Atlantic Fleet	Navy	29	2.4	3
Commander Naval Air Force, United States Pacific Fleet	Naw	31	2.6	3
Commander, Naval Education and Training Command	Navv			3
Inspector General, Department of the Navy	Navy	32	2.7	3
Commander, Naval Surface Force, United States Atlantic Fleet	Navy	38	3.2	3
Commander, Naval Surface Force, United States Pacific Fleet	Navy	30	2.5	3
President, Naval War College	Naw	43	3.6	3
Director for Material Readiness and Logistics, N4, Office of the Chief of Naval Operations	Navy	32	2.7	3
Deputy Chief of Naval Operations for Manpower and Personnel, N1, Office of the Chief of Naval Operations and Chief, Naval Personnel	Naw	32	2.7	3
Director of Naval Intelligence, N2	Navy			3
Commander Submarine Force, United States Atlantic Fleet and Commander, Submarine Allied Command, Atlantic	Navy	31	2.6	3
Commander, Naval Surface Force, United States Pacific Fleet	Navy	28	2.3	3
Deputy Chief of Naval Operations for Plans, Policy and Operations, N3/N5, Office of the Chief of Naval Operations	Navy	17	1.4	2
Deputy Chief of Naval Operations for Resources, Requirements and Assessments, N8, Office of the Chief of Naval Operations	Navy	23	1.9	2
Deputy Chief of Naval Operations for Warfare Requirements and Programs, N6/N7, Office of the Chief of Naval Operations (pending)	Navy	23	1.9	2
Director, Navy Staff, N09B, Office of the Chief of Naval Operations	Naw	19	1.6	2
Commander, SECOND Fleet	Navv	22	1.8	2
Commander, SEVENTH Fleet	Navy	23	1.9	2
Commander, SIXTH Fleet and Commander, Naval Striking and Support Forces Southern Europe	Navy	20	1.6	2
Commander, THIRD Fleet	Navy	28	2.4	2
Deputy Commander and Chief of Staff, United States Atlantic Fleet/Fleet Forces Command	Navy	15	1.3	2
Commander, United States Naval Forces, Central Command and Commander, FIFTH Fleet	Navy			2

4/21/04

FOUO

SEP 20 2004

TO: David Chu
FROM: Donald Rumsfeld *DR*
SUBJECT: Two Major Initiatives

2004 OCT 13

SECRET

I plan to put forth a major initiative with respect to longer tours for people and, for those that are successful, somewhat longer service.

I am also going to put forth a major initiative for Standing Joint Headquarters, so that when we have to fight a next war, we will have the headquarters set up, and won't end **up** with the headquarters half-filled when the war is over. I have been pushing this for three years, but the resistance is powerful.

We need to get both of them done. Please get back to me with proposals.

Thanks.

Attach.

CJTF-7 Joint Manning Timeline (2 pages)

DHR:ss
091304-25

.....
Please respond by 10/29/04

210 (344)

205 ep 04



FOUO

OSD 15889-04

Proposed Tour Lengths--O-10 Positions

Title	Service	Avg Time in Position (Mos)	Avg Time in Position (Yrs)	Tenure Proposed (Yrs)
Commander, US Central Command	Joint/External	36	3.0	4
Commander, US European Command	Joint/External	37	3.1	4
Commander, US European Command	Joint/External	32	2.7	4
Commander, US Joint Forces Command	Joint/External	29	2.4	4
Commander, US Northern Command	Joint/External			4
Commander, US Pacific Command	Joint/External	33	2.8	4
Commander, United Nations Command/Combined Forces Command/Commander, United States Forces Korea	Joint/External	36	3.0	4
Commander, US Southern Command	Joint/External	20	1.7	4
Commander, US Special Operations Command	Joint/External	34	2.8	4
Commander, US Strategic Command	Joint/External	28	2.4	4
Commander, US Transportation Command	Joint/External	33	2.7	4
Chairman of the JCS	Joint/External	48	4.0	2*
Vice Chairman of the JCS	Joint/External	35	2.9	2*
Chief of Staff, USAF	Air Force	36	3.0	4*
Commander, Air Combat Command	Air Force	25	2.1	4
Commander, Air Education and Training Command	Air Force	27	2.2	4
Commander, Air Force Materiel Command	Air Force	34	2.8	4
Commander, Air Force Space Command	Air Force	26	2.2	4
Commander, Pacific Air Forces	Air Force	24	2.0	4
Commander, United States Air Forces in Europe	Air Force	24	2.0	4
Vice Chief of Staff, USAF	Air Force	25	2.1	3
Commanding General, US Army Materiel Command	Army	30	2.5	4
Commanding General, US Army Forces Command	Army	18	1.5	4
Commanding General, US Army Training and Doctrine Command	Army	36	3.0	4
Chief of Staff, USA	Army	49	4.1	4
Commanding General, USA Europe and Seventh Army	Army	31	2.6	3
Vice Chief of Staff, USA	Army	20	1.7	3
Commandant of the Marine Corps	Marine Corps	48	4.0	4
Assistant Commandant of the Marine Corps	Marine Corps	25	2.0	3
Director, Naval Nuclear Propulsion Program (SEA-08)	Navy	72	6.0	8*
Chief of Naval Operations	Navy	42	3.5	4*
Commander, US Atlantic Fleet	Navy	25	2.1	4
Commander, US Naval Forces, Europe	Navy	30	2.5	4
Commander, US Pacific Fleet	Navy	30	2.5	4
Vice Chief of Naval Operations	Navy	22	1.8	3



Proposed Tour Lengths--O-9 Positions

Title	Service	Avg Time in Position (Mos)	Avg Time in Position (Yrs)	Tenure Proposed (Yrs)
Chief, National Guard Bureau	Army/AF			4
Commander, Marine Forces Reserve	Marine Corps	21	1.7	4
Deputy Commandant, for Programs and Resources, Headquarters, United States Marine Corps	Marine Corps	27	2.2	4
Deputy Commandant for Installations and Logistics, Headquarters, United States Marine Corps	Marine Corps	24	2.0	4
Commander, United States Marine Corps Forces Pacific; Commanding General, Fleet Marine Force Pacific; and Commander, Marine Corps Bases Pacific	Marine Corps	21	1.7	3
Commander, United States Marine Corps Forces Atlantic: Commanding General, Fleet Marine Force Atlantic: Commander, United States Marine Corps Bases-Atlantic: Commander, United States Marine Corps Forces Europe: and Commander, United States Marine Corps Forces, Southern Command	Marine Corps	26	2.1	3
Deputy Commandant, for Manpower and Reserve Affairs, Headquarters, United States Marine Corps	Marine Corps	32	2.7	3
Commanding General, Marine Corps Combat Development Command	Marine Corps	21	1.8	3
Deputy Commandant for Plans, Policies, and Operations, Headquarters, United States Marine Corps	Marine Corps	19	1.6	2
Deputy Commandant for Aviation, Headquarters, United States Marine Corps	Marine Corps	27	2.3	2
Commanding General, I Marine Expeditionary Force	Marine Corps	21	1.7	2
Commanding General, II Marine Expeditionary Force/Commanding General, Striking Force Atlantic	Marine Corps	19	1.6	2
Commanding General, III Marine Expeditionary Force: Commander, Marine Corps Bases, Japan: and Commander, Marine Forces Japan	Marine Corps	18	1.5	2
Superintendent, United States Naval Academy	Navy	39	3.3	5
Commander, Naval Air Systems Command	Navy	40	3.3	4
Commander, Naval Network Warfare Command	Navy			4
Commander, Naval Sea Systems Command	Navy	41	3.4	4
Chief of the Bureau of Medicine and Surgery and Surgeon General	Navy			4
Chief of Naval Reserve	Navy	43	3.5	4*
Commander, Military Sealift Command	Navy	25	2.1	3
Commander, Naval Air Force, United States Atlantic Fleet	Navy	29	2.4	3
Commander Naval Air Force, United States Pacific Fleet	Navy	31	2.6	3
Commander, Naval Education and Training Command	Navy			3
Inspector General, Department of the Navy	Navy	32	2.7	3
Commander, Naval Surface Force, United States Atlantic Fleet	Navy	38	3.2	3
Commander, Naval Surface Force, United States Pacific Fleet	Navy	30	2.5	3
President, Naval War College	Navy	43	3.6	3
Director for Material Readiness and Logistics, N4, Office of the Chief of Naval Operations	Navy	32	2.7	3
Deputy Chief of Naval Operations for Manpower and Personnel, N1, Office of the Chief of Naval Operations and Chief, Naval Personnel	Navy	32	2.7	3
Director of Naval Intelligence, N2	Navy			3
Commander Submarine Force, United States Atlantic Fleet and Commander, Submarine Allied Command, Atlantic	Navy	31	2.6	3
Commander, Naval Surface Force, United States Pacific Fleet	Navy	28	2.3	3
Deputy Chief of Naval Operations for Plans, Policy and Operations, N3/N5, Office of the Chief of Naval Operations	Navy	17	1.4	2
Deputy Chief of Naval Operations for Resources, Requirements and Assessments, N8, Office of the Chief of Naval Operations	Navy	23	1.9	2
Deputy Chief of Naval Operations for Warfare Requirements and Programs, N6/N7, Office of the Chief of Naval Operations (pending)	Navy	23	1.9	2
Director, Navy Staff, N09B, Office of the Chief of Naval Operations	Navy	19	1.6	2
Commander, SECOND Fleet	Navy	22	1.8	2
Commander, SEVENTH Fleet	Navy	23	1.9	2
Commander, SIXTH Fleet and Commander, Naval Striking and Support Forces Southern Europe	Navy	20	1.6	2
Commander, THIRD Fleet	Navy	28	2.4	2
Deputy Commander and Chief of Staff, United States Atlantic Fleet/Fleet Forces Command	Navy	15	1.3	2
Commander, United States Naval Forces, Central Command and Commander, FIFTH Fleet	Navy			

*Statutory Tour Length



Proposed Tour Lengths--O-9 Positions

Title	Service	Avg Time in Position (Mos)	Avg Time in Position (Yrs)	Tenure Proposed (Yrs)
Director, Force Structure, Resources and Assessment, J-8, Joint Staff	Joint/External	21	1.8	4
DUSD for Military Personnel Policy	JoinVExternal	22	1.8	3
Principal Deputy Director, Program Analysis and Evaluation, Office of the Secretary of Defense	JoinVExternal			4
Director, Missile Defense Agency	Joint/External	14	1.2	4
Director, Defense Information System Agency and Manager, National Communications Systems	Joint/External	31	2.6	4
Director, Defense Intelligence Agency	Joint/External	32	2.7	4
Director, Defense Logistics Agency	Joint/External	36	3.0	4
Director, Defense Security Cooperation Agency	Joint/External	40	3.3	4
Director, National Imagery and Mapping Agency	Joint/External	28	2.4	4
Director, National Security Agency/Chief, Central Security Service	Joint/External	42	3.5	4
Chief of Staff, United States European Command	Joint/External	29	2.5	4
Director for Logistics, J-4, Joint Staff	Joint/External	29	2.4	3
Director of Command, Control, Communications, and Computer (C4) Systems, J-6, Joint Staff	JoinVExternal	23	1.9	3
United States Military Representative to the North Atlantic Treaty Organization Military committee	JoinVExternal	33	2.8	3
Deputy Chairman, NATO Military Committee	JoinVExternal	33	2.8	3
President, National Defense University	JoinVExternal	34	2.8	3
Associate Director of Central Intelligence for Military Support, Central Intelligence Agency	Joint/External			3
Assistant to the Chairman of the Joint Chiefs of Staff	JoinVExternal	19	1.6	2
Director, Joint Staff	JoinVExternal	16	1.3	2
Director for Operations, J-3, Joint Staff	JoinVExternal	22	1.8	2
Director, Strategic Plans and Policy, J-5, Joint Staff	Joint/External	20	1.7	2
Deputy Commander/Chief of Staff, United States Central Command	JoinVExternal	18	1.5	2
Deputy Commander, United States Joint Forces Command	JoinVExternal	20	1.7	2
Deputy Commander, United States Northern Command/Vice Commander, United States Element, North American Aerospace Defense Command	Joint/External			2
Deputy Commander, United States Pacific Command	JoinVExternal	14	1.2	2
Deputy Commander, United States Special Operations Command	JoinVExternal	15	1.3	2
Deputy Commander, United States Strategic Command	JoinVExternal	19	1.6	2
Deputy Commander, United States Transportation Command	JoinVExternal	27	2.2	2
Cdr, JSRC Center [Cdr, Land North]	Joint/External	18	1.5	2
Deputy Commander, Joint Sub Regional Command Center, Allied Command Europe [Dep Cdr, Land North]	Joint/External	37	3.1	2
Senior Military Assistant to the Secretary of Defense	Joint/External			2
Deputy Assistant to the President for National Security Affairs and Deputy National Security Advisor	Joint/External			2
Deputy Under Secretary of Defense for Intelligence, Intelligence and Warfighting Support	Joint/External			2
Superintendent, United States Air Force Academy	Air Force	40	3.3	5
Deputy Chief of Staff, Personnel, Headquarters United States Air Force	Air Force	31	2.6	4
Deputy Chief of Staff, Installations and Logistics, Headquarters United States Air Force	Air Force	21	1.8	4
Surgeon General of the Air Force	Air Force			4
Chief of Air Force Reserve and Commander, Air Force Reserve Command	Air Force			4
Principal Deputy Assistant Secretary of the Air Force for Acquisition, Department of the Air Force	Air Force			4
Director, Air National Guard	Air Force	63	5.3	4
Commander, Air University	Air Force	33	2.8	4
The Inspector General of the Air Force, Office of the Secretary of the Air Force	Air Force	26	2.2	3
Vice Commander, Air Education and Training Command	Air Force	36	3.0	3
Vice Commander, Air Force Materiel Command	Air Force	20	1.7	3
Commander, Aeronautical Systems Center, Air Force Materiel Command	Air Force	26	2.2	3
Commander, Electronic Systems Center, Air Force Materiel Command	Air Force	48	4.0	3
Vice Commander, Air Force Space Command	Air Force	24	2.0	3
Commander, Space and Missile Systems Center, Air Force Materiel Command	Air Force	47	3.9	3
Commander, Eighth Air Force, Air Mobility Command	Air Force			3
Commander, Air Force Special Operations Command	Air Force	30	2.5	3
Assistant Vice Chief of Staff, United States Air Force	Air Force			2
Deputy Chief of Staff, Warfighting Integration, Headquarters United States Air Force	Air Force			2

Statutory Tour Length

Proposed Tour Lengths--O-9 Positions

Title	Service	Avg Time in Position (Mos)	Avg Time in Position (Yrs)	Tenure Proposed (Yrs)
Deputy Chief of Staff, Air and Space Operations, Headquarters United States Air Force	Air Force	16	1.4	2
Deputy Chief of Staff, Plans and Programs, Headquarters United States Air Force	Air Force	15	1.3	2
Vice Commander, Air Combat Command	Air Force	16	1.3	2
Commander, Eighth Air Force, Air Combat Command	Air Force	29	2.4	2
Commander, Ninth Air Force, Air Combat Command and Commander, United States				
Southern Command Air Forces	Air Force	18	1.5	2
Vice Commander, Air Mobility Command	Air Force	18	1.5	2
Vice Commander, Pacific Air Forces	Air Force	21	1.8	2
Commander, United States Forces Japan and Commander, Fifth Air Force, Pacific Air Forces	Air Force	28	2.3	2
Deputy Commander In Chief, United Nations Command Korea; Deputy Commander, United States Forces Korea; Commander, Air Component Command, Republic of Korea/United States Combined Forces Command; and Commander, Seventh Air Force, Pacific Air Forces	Air Force	27	2.3	2
Commander, Alaskan Command, United States Pacific Command: Commander Eleventh Air Force, Pacific Air Forces; and Commander, Alaskan North American Defense Region	Air Force	24	2.0	2
Vice Commander, United States Air Forces in Europe	Air Force	25	2.1	2
Commander, Allied Air Forces South and Commander, Sixteenth Air Force, United States Air Forces in Europe	Air Force	23	1.9	2
Superintendent, United States Military Academy	Army	60	5.0	5
Chief of Engineers/Commanding General, United States Army Corps of Engineers	Army			4
Commanding General, Third United States Army/Commander, United States Army Forces Central Command	Army	34	2.8	4
Commanding General, First United States Army	Army	27	2.2	4
Commanding General, Fifth United States Army	Army	26	2.2	4
Commanding General, United States Army Space and Missile Defense Command	Army	47	3.9	4
Commanding General, United States Army Combined Arms Center	Army	27	2.3	4
Deputy Commanding General, for Initial Entry Training/Commanding General, United States Army Accessions Command, United States Army Training and Doctrine Command	Army			4
Commanding General, United States Army Medical Command/The Surgeon General, United States Army	Army			4
Commanding General, United States Army Pacific	Army	28	2.4	4
Deputy Chief of Staff, G-1, United States Army	Army	25	2.1	4
Deputy Chief of Staff for Logistics, United States Army	Army			4
Deputy Chief of Staff, G-8, United States Army	Army			4
Military Deputy/Director, Army Acquisition Corps, Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology)	Army			4
Chief Information Officer/Deputy Chief of Staff, G6, United States Army	Army			4
Military Deputy for Budget, Office of the Assistant Secretary of the Army (Financial Management and Comptroller)	Army	24	2.0	4
Chief, Army Reserve	Army			4*
Director, Army National Guard	Army			4
Commanding General, Eighth United States Army and Chief of Staff, United Nations Command/Combined Forces Command/United States Forces Korea	Army			3
Commanding General, I Corps and Fort Lewis	Army	30	2.5	3
Deputy Chief of Staff, G-2, United States Army	Army			3
Inspector General, Office of the Secretary of the Army	Army	31	2.6	3
Deputy Commanding General, United States Army Materiel Command	Army	9	0.8	2
Commanding General, XVIII Airborne Corps and Fort Bragg	Army	28	2.4	3
Commanding General, III Corps and Fort Hood	Army	31	2.6	2
Deputy Commanding General/Chief of Staff, United States Army Forces Command	Army			2
Deputy Commanding General/Chief of Staff, United States Army Training and Doctrine Command	Army	22	1.8	2
Commanding General, V Corps, United States Army Europe and Seventh Army	Army	24	2.0	2
Deputy Commanding General/Chief of Staff, United States Army Europe and Seventh Army	Armvy	23	1.9	2
Commanding General, United States Army Special Operations Command	Army	27	2.3	2
Director of the Army Staff	Army			2
Director, Futures Center, United States Army Training and Doctrine Command	Army			2
Deputy Chief of Staff, G-3, United States Army	Armvy	18	1.5	2

*Statutory Tour Length